

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

DEPARTMENT OF INDUSTRIAL PROMOTION
MINISTRY OF INDUSTRY
THE KINGDOM OF THAILAND

THE STUDY
ON
DEVELOPMENT OF CONSULTING SERVICES
TO PROMOTE SME CLUSTER
AND REGIONAL DEVELOPMENT
IN
THE KINGDOM OF THAILAND
PILOT PROJECT REPORT

OCTOBER 2005

UNICO INTERNATIONAL CORPORATION
INTERNATIONAL DEVELOPMENT CENTER OF JAPAN

TOKYO, JAPAN

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Eleven Industrial Promotion Centers (IPCs)



IPC 1 (7 provinces)

- | | |
|-----------------|--------|
| 1. Chiang Mai | チェンマイ |
| 2. Chiang Rai | チェンライ |
| 3. Nan | ナン |
| 4. Phrae | プレー |
| 5. Mae Hong Son | メーホンソン |
| 6. Lampang | ランパーン |
| 7. Lamphun | ランブーン |
| 8. Phayao | パヤオ |

IPC 2 (4 provinces)

- | | |
|-----------------|---------|
| 9. Uttaradit | ウタラディット |
| 10. Phitsanulok | ピサヌロク |
| 12. Sukhothai | スコタイ |
| 15. Phetchabun | ペチャブーン |

IPC 3 (5 provinces)

- | | |
|--------------------|-------------|
| 11. Tak | ターク |
| 13. Kamphaeng Phet | カンเพーンเป็ด |
| 14. Phichit | พิชิต |
| 16. Nakhon Sawan | นาคอน ساวัน |
| 36. Uthai Thani | อุทัยธานี |

IPC 4 (6 provinces)

- | | |
|---------------------|--------------|
| 17. Nong Khai | นงคาย |
| 18. Loei | ルーイ |
| 19. Nong Bua Lamphu | นงบัว ลานพู่ |
| 20. Udon Thani | อุดรธานี |
| 21. Sakon Nakhon | สกลนคร |
| 22. Nakhon Phanom | นครพนม |

IPC 5 (6 provinces)

- | | |
|-------------------|-----------|
| 23. Khon Kaen | ขอนแก่น |
| 24. Kalasin | กาฬสินธุ์ |
| 25. Maha Sarakham | มหาสารคาม |
| 31. Roi Et | ร้อยเอ็ด |
| 32. Yasothon | ยโสธร |
| 34. Mukdahan | มุกดาหาร |

IPC 6 (4 provinces)

- | | |
|-----------------------|------------|
| 26. Chaiyaphum | ชัยภูมิ |
| 27. Nakhon Ratchasima | นครราชสีมา |
| 39. Lopburi | ลพบุรี |
| 40. Saraburi | สระบุรี |

IPC 7 (5 provinces)

- | | |
|----------------------|-------------|
| 28. Buri Ram | บุรีรัมย์ |
| 29. Surin | สุรินทร์ |
| 30. Si Sa Ket | ศรีสะเกษ |
| 33. Ubon Ratchathani | อุบลราชธานี |
| 35. Amnat Charoen | อำนาจเจริญ |

IPC 8 (14 provinces)

- | | |
|-------------------------|-----------------|
| 37. Chainat | ชัยนาท |
| 38. Sing Buri | สิงห์บุรี |
| 41. Ang Thong | อ่างทอง |
| 42. Suphanburi | สุพรรณบุรี |
| 43. Ayutthaya | อยุธยา |
| 44. Kanchanaburi | กาญจนบุรี |
| 45. Nakhon Pathom | นครปฐม |
| 46. Nonthaburi | นนทบุรี |
| 47. Pathum Thani | ปทุมธานี |
| 49. Samut Sakhon | สมุทรสาคร |
| 51. Samut Songkhram | สมุทรสงคราม |
| 52. Ratchaburi | ราชบุรี |
| 53. Petchaburi | เพชรบุรี |
| 54. Prachuap Khiri Khan | ประจวบคีรีขันธ์ |

IPC 9 (10 provinces)

- | | |
|--------------------------------------|-------------|
| 48. Phra Nakhon (Krung Thep=Bangkok) | ปทุมธานี |
| 50. Samut Prakan | สมุทรปราการ |
| 55. Nakhon Nayok | นครนายก |
| 56. Phrachin Buri | ปราจีนบุรี |
| 57. Chachoengsao | ฉะเชิงเทรา |
| 58. Chon Buri | ชลบุรี |
| 59. Rayong | ระยอง |
| 60. Chanthaburi | จันทบุรี |
| 61. Trat | ตราด |
| 62. Sa Kaeo | สระแก้ว |

IPC 10 (7 provinces)

- | | |
|-----------------|--------------|
| 63. Chumphon | ชุมพร |
| 64. Ranong | ระนอง |
| 65. Surat Thani | สุราษฎร์ธานี |
| 66. Phangnga | พังงา |
| 67. Krabi | กระบี่ |
| 68. Phuket | ภูเก็ต |
| 71. Trang | ตรัง |

IPC 11 (7 provinces)

- | | |
|-------------------------|---------------|
| 69. Nakhon Si Thammarat | นครศรีธรรมราช |
| 70. Patthalung | พัทลุง |
| 72. Pattani | ปัตตานี |
| 73. Songkhla | สงขลา |
| 74. Satun | สตูล |
| 75. Yala | ยะลา |
| 76. Narathiwat | นราธิวาส |

LIST OF ABBREVIATION (略語表)

Abbreviation	English	Japanese
A/P	Action Plan	アクションプラン(活動計画、実施計画)
ADB	Asian Development Bank	アジア開発銀行
APCB	Auto-parts Chon Buri	チョンブリ自動車部品クラスター (CAMCの前身)
APEC	Asia-Pacific Economic Cooperation	アジア太平洋経済協力会議
ASEAN	Association of South East Asian Nations	アセアン、東南アジア諸国連合
ATSME	Association for the Promotion of Thai Small and Medium Entrepreneurs	タイ中小企業振興協会
BAAC	Bank for Agriculture and Agriculture cooperatives	農業および農業協同組合銀行
BCHID	Bureau of Cottage and Handicraft Industries Development	家内手工業振興部、工業省
BDS	Business Development Services	ビジネス開発サービス、中小企業の経営資源強化支援
BEED	Bureau of Entrepreneur and Enterprise Development, MOI	起業家および企業開発部、工業省
BISD	Bureau of Industrial Sectors Development, MOI	産業部門開発部、工業省
BOI	Board of Investment, MOI	投資委員会、工業省
BSID	Bureau of Supporting Industries Development, MOI	サポーティングインダストリー開発部、工業省
BU	Burapa University	ブラバ大学
CAMC	Chon Buri Auto- and Machinery-parts Cluster	チョンブリ自動車/機械部品クラスター
CC	Chamber of Commerce	商工会議所
CDA	Cluster Development Agent	クラスター開発エージェント
CEFE	Competency-based Economy Through Formation of Enterprise	企業形成による能力主義経済
CEO	Chief Executive Officer	最高経営責任者(タイでは県知事もCEOと呼ぶことがある)
CF	Consultancy Fund	コンサルタント基金
COC	Chain of Custody (Certification)	経路管理(認証)
CRISD	Chonburi Regional Institute for Skill Development	チョンブリ地域職業訓練校
CSCD	Study on Development of Consulting Services to Promote SME Cluster and Regional Development in the Kingdom of Thailand	中小企業クラスターおよび中小企業開発に資するコンサルティング・サービスの開発
DAC	Development Assistance Committee	開発援助委員会
DBD	Department of Business Development, MOC	事業開発局、商務省
DEP	Department of Export Promotion, MOC	輸出振興局、商務省
DIP	Department of Industrial Promotion, MOI	工業振興局、工業省

Abbreviation	English	Japanese
DIW	Department of Industrial Works, MOI	産業工場局、工業省
DOVE	Department of Vocational Education, MLSW	職業訓練局、労働福祉省
DSD	Department of Skill Development, MLSW	技能開発局、労働福祉省
EEI	Electrical and Electronics Institute	電気電子インスティテュート
E-TEC	Eastern College of Technology	東部技術短期大学
FSC	Forest Stewardship Council	森林管理協議会
FTI	The Federation of Thai Industries	タイ工業連合
GDP	Gross Domestic Product	国内総生産
GPP	Gross Provincial Product	県総生産
GRP	Gross Regional Product	地域総生産
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (German Agency for Technical Coporation)	ドイツ技術協力公社
ICEC	Khon Kaen Industrial and Community Education College	コンケン産業・社会教育短大
IFCT	the Industrial Finance Corporation of Thailand	タイ産業金融公社
IPC	Industrial Promotion Center	産業振興センター
IRP	Industrial Restructuring Plan	産業構造調整計画
ISMED	Institute for Small and Medium Enterprises Development	中小企業開発インスティテュート
ITB	Invigorating Thai Business	タイ国企業活性化プロジェクト
JBIC	Japan Bank for International Cooperation	国際協力銀行
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
JSAE	Japanese Society of Automotive Engineers	日本自動車技術者協会
KTB	Krung Thai Bank	クルンタイ銀行
MEs	Micro Enterprises	零細企業
M/P	Master Plan	総合計画
MLSW	Ministry of Labor and Social Welfare	労働社会福祉省
MOAC	Ministry of Agriculture and Cooperatives	農業・農業協同組合省

Abbreviation	English	Japanese
MOC	Ministry of Commerce	商務省
MOE	Ministry of Education	教育省
MOF	Ministry of Finance	財務省
MOI	Ministry of Industry	工業省
MOIT	Ministry of Interior	内務省
MOSTE	Ministry of Science, Technology and Environment	科学技術環境省
MOU	Memorandum of Understanding	覚書
NCC	National Committee on Competitive Advantage	国家競争力向上委員会
NEC	New Entrepreneur Creation Program	起業家創成プログラム
NESDB	National Economic and Social Development Board	国家経済社会開発庁
NGO	Non-governmental Organization	非政府組織
NOAC	National OTOP Administrative Committee	全国OTOP監理委員会
NPO	Nonprofit Organization	非営利組織
NSTDA	National Science and Technology Development Agency	国家科学技術開発庁
OEM	Original Equipment Manufacturing	純正部品製造、相手先商標製品製造
OIE	Office of Industrial Economics, MOI	産業経済局、工業省
OJT	On-the-JOB Training	実地訓練
ORRAF	Office of the Rubber Replanting AID Fund	ゴムの木植え替え支援基金事務所
OSMEP	Office of SME Promotion	中小企業振興オフィス
OTOP	One Tambon One Product	一村一品
PAO	Provincial Agricultural Office, MOAC	県農業局、農業・農業協同組合省
PCM	Project Cycle management	プロジェクトサイクルマネジメント
PCO	Provincial Commerce Office, MOC	県商業事務所、商務省
PDM	Project Design Matrix	プロジェクトデザインマトリクス
PGO	Provincial Governor's Office	県知事事務所
PIO	Provincial Industrial Office, MOI	県産業事務所、工業省
PP	Pilot Project	パイロットプロジェクト
PSCD	Provincial Center for Skill Development, MLSW	県技能開発センター、労働福祉省

Abbreviation	English	Japanese
REM	Replacement Equipment Manufacturing	修理用製品製造
RISD	Regional Institute for Skill Development	地域職業訓練校
Sala Mai Thai	Thai Silk Exhibition Hall	タイシルク展示ホール
SDB	Skill Development Bureau, MLSW	技能開発部、労働福祉省
SICGC	Small Industry Credit Guarantee Corporation	中小企業信用保証公社
SISD 11	Surat Thani Institute for Skill Development Region 11	スラタニ職業訓練校(第11地区)
SMEDB	Small and Medium Enterprise Development Bank of Thailand	タイ中小企業開発銀行
SMEs	Small and Medium-sized Enterprises	中小企業
SSIIP	Small-Scale Industry Promotion Project	小規模産業振興プロジェクト
SWOT	Strength, Weakness, Opportunity and Threat	強み、弱み、機会、脅威
TAI	Thai Automotive Institute	タイ自動車
TAPMA	Thai Auto-Parts Manufacturers Association	タイ自動車部品製造者協会
TCC	Thai Chamber of Commerce	タイ商工会議所
TF	Training Fund	訓練基金
TGI	Thai-German Institute	タイドイツ・インスティテュート
TMB	Thai Military Bank	タイ軍人銀行 (TMB Bank)
TPA	Technological Promotion Association (Thai-Japan)	技術振興協会(日泰)
TPA	Thai Parawood Association	タイパラウッド協会
TPM	Total Production Maintenance	トータル・プロダクション・マネージメント、 全員参加の生産保全
TSAE	Thai Society of Automotive Engineers	タイ自動車技術者協会
UNIDO	UN Industrial Development Organization	国連工業開発機構
USAID	US Agency for International Development	米国国際開発庁
WB	World Bank	世界銀行
WBS	Work Breakdown Structure	ワーク・ブレイクダウン・ストラクチャー、 業務分解階層表

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Annex

Introduction

This Pilot Project Report describes results of and evaluation of the pilot projects executed in three model clusters of the following industries:

(1) **Khon Kaen** (IPC5) Silk Textile Industry

Pilot project: - Boosting of production of newly-designed silk textile products

(2) **Chon Buri** (IPC9) Automobile and (Machinery) Parts Industry

Pilot project: - Establishment of BDS facilitator for cluster networking

(3) **Surat Thani** (IPC10) Parawood Industry

Pilot project: - Increasing value-added of the parawood industry (up-stream and down-stream)

The JICA mission started execution of the pilot projects from the 3rd field survey on August 2004 and completed them in the 6th field survey at the end of February 2005 in collaboration with DIP and IPCs, Governor's offices, and stakeholders in the regions and Bangkok. The 7th field survey was conducted for evaluation of the completed pilot projects.

3rd field survey: 15 August 2004 to 11 September 2004 (28 days)

4th field survey: 17 October 2004 to 06 November 2004 (21days)

5th field survey: 05 December 2004 to 18 December 2004 (14 days)

6th field survey: 03 February 2005 to 26 February 2005 (24 days)

7th field survey (Evaluation) 08 May 2005 to 02 June (25 days)

A total of seven experts of the JICA mission were assigned for the pilot projects as follows:

(1) INAKAZU Shozo Mr. : Team Leader

(2) HORIGUCHI Kazunori Mr. : Khon Kaen

(3) SHIMIZU Fumio Mr. : Khon Kaen

(4) OTSUKA Kunio Mr. : Chon Buri

(5) NAGAI Tamon Mr. : Chon Buri

(6) ARAI Yuzo Mr. : Surat Thani

(7) ODAWARA Takeshi Mr. : Surat Thani

Chapter 1 Khon Kaen Pilot Project

Chapter 1 Khon Kaen Pilot Project

Background of the Pilot Project

In the province of Khon Kaen, particularly in Chonnabot district, a large number of producers are concentrated to form a silk textile cluster. Producers in the cluster make silk textiles for clothing by using traditional dyeing and handweaving techniques, called Mud Mee, which feature distinctive motifs and have been inherited from generation to generation. The Mud Mee products are primarily consumed in Khon Kaen and other parts of Thailand, whereas export is limited and they are mainly purchased by foreign tourists as souvenir.

Mud Mee producers in the cluster can be classified into three types, namely private companies, production groups consisting of individual producers, and workshops. Among them, production groups account for the largest share and are essentially formed as a cooperative consisting of 40 – 50 farm women each, who handweave Mud Mee during the off-season. In Chonnabot, 42 cooperatives are presently known, while the actual number is said to range between 60 and 70 and there are around 3,000 producers who work for the production groups. Most producers belonging to any of the three types of organizations are engaged in production of traditional Mud Mee textiles only. On the other hand, a handful of company-type producers are developing new products that leverage Mud Mee's traditional value, and a workshop is internationally recognized as it has received a prize from UNESCO.

At the same time, the silk textile cluster in Khon Kaen faces various problems that need to be overcome, including the following.

- (1) Many producers do not know how their silk textiles are recognized and evaluated in the marketplace.
- (2) While they hold some expectation for exploitation of a new market, they do not understand consumer taste and the market needs, so that they are unable to develop and implement an effective marketing strategy to address such needs.
- (3) They lack proprietary design and product development capabilities and are not capable of gaining direct access to the market.
- (4) The traditional Mud Mee industry is shrinking as it fails to understand the market needs. In particular, there are few industry leaders who intend to guide the industry in a new direction by capitalizing on the traditional Mud Mee production techniques.

- (5) The Thai Silk Exhibition Hall (Sala Mai Thai) in Khon Kaen, which is expected to take a lead in cluster development, is rather stagnant in terms of activity promoting such goal. Clearly, it should be revitalized for promotion of the silk textile industry in the area.

1.1 Outline of the Pilot Project

Table 1.1-1 shows PDM for the pilot project.

1.1.1 Project Name

Boosting of production of newly-designed silk textile products

1.1.2 Project Purpose

(See Table 1.1-1 "Project Purpose")

The primary purpose of the pilot project is to increase the production share of silk textile products based on new design. More precisely, the project aims to build a "product development system" that facilitates market access for silk textile products that are made by applying the traditional Mud Mee production technique established in Khon Kaen. Its ultimate goal is to promote wide adoption and consumption of silk textile products under the Khon Kaen brand in and outside Thailand.

1.1.3 Outputs Expected from the Pilot Project

(See Table 1.1-1 "Output")

- (1) Education and training of coordinators who facilitate product development efforts
- (2) Development of products with new designs and using the traditional Mud Mee technique
- (3) Holding of exhibitions on products of new design

Table 1.1-1 Project Design Matrix (PDM) - KHON KAEN Silk Textile Industry

Name of Pilot Project: Boosting of production of newly-designed silk textile products
Target Group: Manufacturers of silk textile products in Khon Kaen including SMEs, production groups and workshops
BDS Facilitator/Provider: Sala Mai Thai
Period of the project: August 2004 – February 2005

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Newly designed silk products are daily developed and produced in Khon Kaen and sold.	* Sales of silk textile products of Khon Kaen grow annually by 5% up to 2010 from 2005.	* Periodical questionnaire survey to manufacturers	
Project Purpose Production of newly-designed silk-textile products is boosted.	* Share of new silk textile products that are designed within three years in Khon Kaen 2004: nil 2006: 20 % 2008: 40% 2010: 50% * Continuation of activities done by the pilot project in Sala Mai Thai and/or BDS providers in Khon Kaen	* Periodical questionnaire survey to manufacturers * Interview to the assigned executive organization (Sala Mai Thai)	1. No big deterioration in the economy happens in the country. 2. Silk yarn is available appropriately in terms of quality, quantity and price. 3. Manufacturers of silk products do not decrease in number.
Outputs 1. Coordinators for product development are trained. 2. Newly designed products based on Mud Mee production technology are developed. 3. Exhibitions are held for newly designed products.	* Number of coordinators trained in PP (3 Persons) * Market reports prepared by coordinators * Number of prototypes produced in PP (Silk textiles: 400, Silk products: 200) * Number of participants in the market study tour (30 persons) * One exhibition in Sala Mai Thai; the other exhibition in DIP at Bangkok displaying 200 selected products	* Interview to the assigned executive organization (Sala Mai Thai) * Records of orders and receipts * Interview to the assigned executive organization (Sala Mai Thai) * Records of the exhibitions	1. New designs meet market needs. 2. Silk yarn is available appropriately in terms of quality, quantity and price.
Activities 1-1 Prepare training manuals to guide designing, product development and marketing. 1-2 Train candidate coordinators for new product development on an OJT basis (2-3 and 3-1) 1-3 Prepare coordinators' market reports based on the OJT 2-1 Invite and select participants (SMEs, Production groups, workshops) for the pilot project by IPC5 2-2 Coordinate study tours on market needs for silk textiles and silk products 2-3 Give technical guidance to candidate coordinators and producers 2-3-1 Develop new silk textile designs 2-3-2 Produce silk textile prototypes 2-3-3 Develop silk product designs 2-3-4 Produce silk product prototypes 3-1 Hold exhibitions in Khon Kaen and Bangkok (to get evaluation and feedback from the market)	Inputs <u>The JICA mission</u> * Japanese Experts: Two Japanese experts in temporary assignment only for the planned field works * Thai coordinator: One Thai coordinator in a term assignment over the project period * Thai designers: Five Thai designers in temporary assignment only during the field works of Japanese experts. * Thai secretary: One Thai secretary in a term assignment over the project period * Thai interpreter: One Thai-Japanese interpreter in temporary assignment only during the field works of Japanese experts. * Operating expenses: - Employment costs of the above Thai persons - Transportation and accommodation for the Japanese experts and Thai persons - Expenses of seminars, meetings, workshops, etc. * Costs for prototype manufacturing <u>Thai counterparts</u> * Counter personnel (DIP including IPCs) * Office space, office equipment and stationeries * Operating expenses: - Administrative and management costs of the pilot project - Transportation and accommodation - Expenses of seminars, meetings, workshops, etc.		1. Farmer-weavers can have time to make prototype not being disturbed by farming work. 2. Designers are available enough to make new designs of the expected number . Pre-conditions 1. A working group is organized in the area. 2. Participants join the pilot project in adequate number.

1.1.4 Description of Activities under the Pilot Project

(See Table 1.1-1 "Activities")

- 1-1) Preparation of manuals for coordinator training as well as design/market development and marketing
- 1-2) Simulated training for potential coordinators of the product development process on an OJT basis
- 1-3) OJT training for coordinators in the area of market report making
- 2-1) IPC5's recruiting of participants (producers) in the Pilot Project
- 2-2) Field tour of producers to learn the market needs relating to silk and silk textile products
- 2-3) Technical assistance for potential coordinators and producers (design and prototype development)
- 3-1) Holding of exhibitions in Khon Kaen and Bangkok

1.1.5 Overall Schedule

Figure 1.1-1 shows an implementation schedule of the pilot project. All activities but Activity 8 in the schedule were completed between August 2004 and February 2005.

	2004					2005					
	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	
1 Setting Up the PP, Initial Seminar and Information Collection by Working Group	■										
2 Understanding of Production Process Management by OJT		■									
3 Understanding of Market by Study Tours		■		■		■					
4 Brainstorming of Product Development and Justification of Prototype and Producers		■									
5 Development of Prototype		■									
6 Exhibition and Competition at Sala Mai Thai							■				
7 System Development for BDS				■							
8 Making Training Manual for Product Development and Recommendation Papers by Working Group, and Final										<input type="checkbox"/>	

Figure 1.1-1 Implementation Schedule

1.1.6 Flow Chart of Implementing the Pilot Project

The JICA mission conducted the pilot project with four phases and each phase includes a field survey (See Figure 1.1-2).

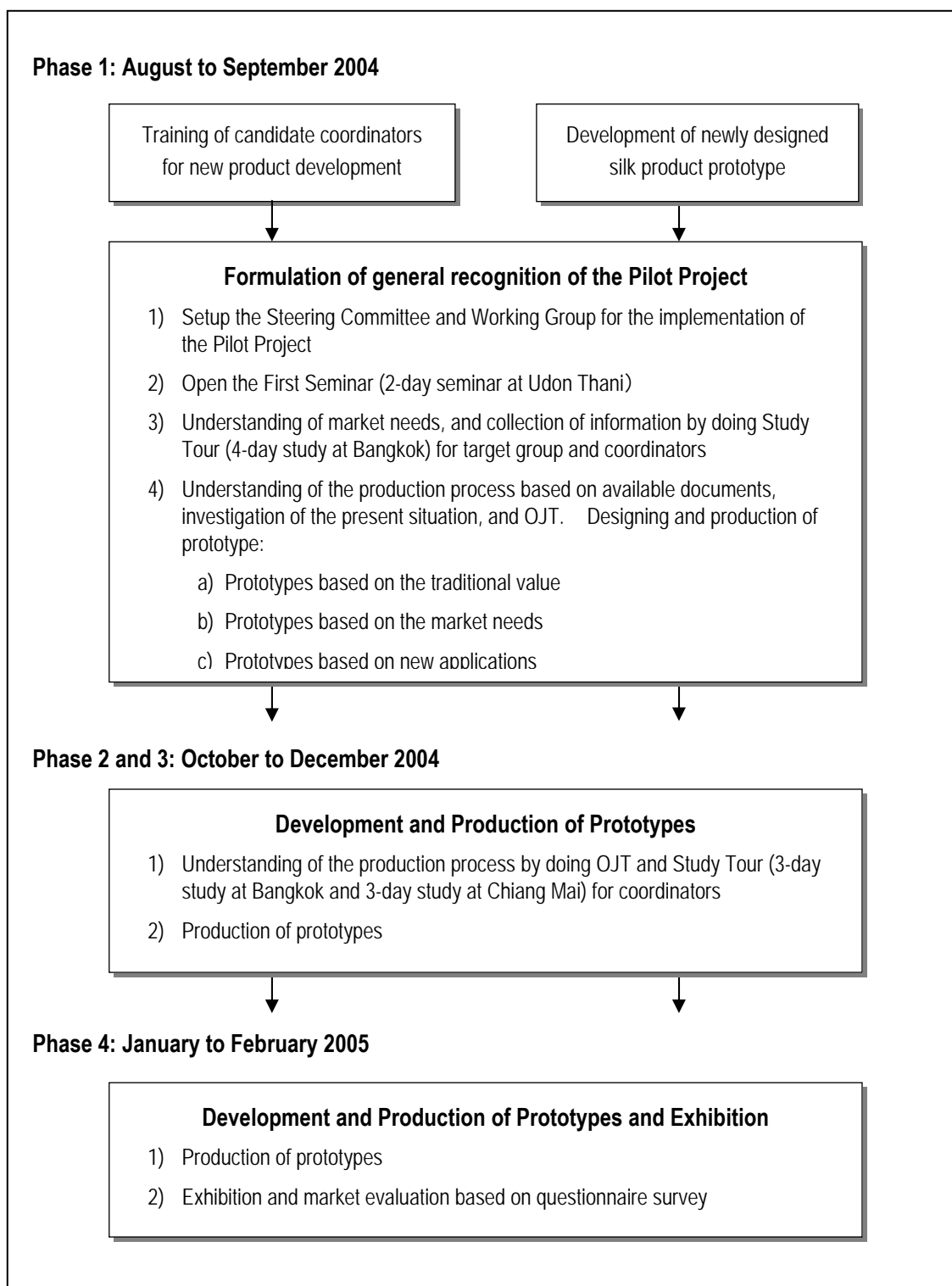


Figure 1.1-2 Flow Chart of Pilot Project Activities

1.2 Performance of the Pilot Project

Performance of the pilot project is presented below in order of output of the PDM.

1.2.1 (Output 1) Coordinators for Product Development are Trained.

(1) Employment of coordinators

Three coordinators were employed from August 2004 to February 2005 (six months) by the JICA mission. They were assigned to the following three fields of product development and learned about the production development skills.

- 1) Product development and prototypes on the traditional value
- 2) Product development and prototypes based on the market needs
- 3) Product development and prototypes based on new applications

(2) Study tours for coordinators

Coordinators participated in the following two study tours to obtain new knowledge on the silk textile industry.

- 1) From 29 October to 31 October 2004, a study tour for coordinators was carried out in Bangkok (at IMPACT and designers showrooms). Coordinators were expected to learn the needs of the international market at International Exhibition and to make business connections with foreign buyers.
- 2) From 10 to 12 December 2004, another study tour for coordinators was conducted in Chiang Mai. Coordinators were expected to study the advantages of a similar textile cluster in Chiang Mai.

Upon completion of each study tour, a market report was prepared by the participating coordinators.

(3) Training manuals to guide product development

In the pilot project, the JICA experts transferred the production process management skills to coordinators. A training manual was prepared and distributed to the related parties at the second seminar in May 2005 by the JICA experts.

1.2.2 (Output 2) Newly Designated Products Based on the Mud Mee Production Technology are Developed.

(1) The 1st Seminar

The first seminar was held on 24 and 25 August 2004 in Udon Thani under participation of stakeholders in the cluster: the target group including SMEs, production groups, and workshops, related officials, and BDS providers. A total of 40 persons participated in the seminar.

During the Udon Thani seminar, JICA experts presented a master plan and action plans including 12 projects of Khon Kaen silk textile cluster development for participants in order to develop common perceptions among them. Participants recognized specific tasks required for each project. And for the pilot project, the JICA experts and four designers who were employed by the JICA mission explained their activities to the participants. Tables 1.2-1 and 1.2-2 summarize the agenda for the 1st seminar and a list of participants, respectively.

Table 1.2-1 Agenda of the First Seminar for CSCD

September 24-25, 2004 at the Inter Resort, Udon Thani	
<u>24 September 2004</u>	
09:00-09:30	Registration
09:00-10:00	Opening speech (Director of IPC5)
10:00-10:30	Break
11:00-12:00	Presentation: Master plan and Action plan by Mr. Horiguchi, JICA member
12:00-13:00	Lunch time
13:00-15:00	Presentation: The pilot project by Mr. Shimizu, JICA Expert Presentation: Design of silk textile by Ms. Ploenchan Winyarut (Manager and Designer of Beyond Living, Ltd.)
15:00-17:30	Performing team of silk producers managed by BEED/DIP
18:00-19:00	Dinner time
19:00-21:00	Free time or to consulting in a small group
<u>25 September 2004</u>	
09:00-10:45	Presentation: Design of silk textile by Ms. Warin Jantasri (Lecturer: Faculty of Architecture, Khon Kaen Univ.) Presentation: Design of silk textile by Mr. Yamane Yoshiyuki, Manager and Designer of Oriental Idea
10:45-11:00	Break
11:00-12:00	Brainstorming about the role of each participants on the Action plan managed by Mr. Horiguchi Exchange of Information and participation in the pilot project managed by Mr. Shimizu
12:00-13:00	Lunch time
13:00	Return to Khon Kaen

Table 1.2-2 List of Participants in the First Seminar

No.	Name - Surname	Address	No.	Name - Surname	Address
1	Director of information office region 1 - Khonkaen	Information office region 1 - Khonkaen, Muang, Khonkaen province	21	Mr.Dusit Pojan	Industrial promotion office region5
2	Khonkaen community development office	Khonkaen community development office, Muang, Khonkaen province	22	Mr.Suramontri Srisomboon	Thai Silk Textile center, Chonnabot district, Khonkaen province
3	Khonkaen agricultural office	Khonkaen agricultural office, Muang, Khonkaen province	23	Mrs.Suphanee Phoolaeenkee	Baan Na Foi silk weaving group, Chonnabot district, Khonkaen province
4	Khonkaen provincial commercial office	Khonkaen provincial commercial office, Muang, Khonkaen province	24	Mr.Virat Rattanakhom	Industrial promotion office region5
5	Warden of Khonkaen university	Khonkaen university, Muang, Khonkaen province	25	Mr.Jaroon Mankhong	Khonkaen Industrial and Community Education College, Chonnabot district, Khonkaen province
6	Khonkaen provincial industrial office	Khonkaen provincial industrial office, Muang, Khonkaen province	26	Mr.Harnarong Sawat	Huai Kho industry, Chonnabot district, Khonkaen province
7	Director of Khonkaen Agricultural Occupation Development Promotion Center (Sericulture)	Khonkaen Agricultural Occupation Development Promotion Center (Sericulture), Muang, Khonkaen province	27	Mr.Thanarak Prabphai	Chonnabot Mai Thai weaving factory, Chonnabot district, Khonkaen province
8	Ass.director of Ratchamongkol technology institution - Khonkaen	Ratchamongkol technology institution - Khonkaen, Muang, Khonkaen province	28	Dr.Siribnja Kowattana	Silk Avenue Co.,Ltd. Chonnabot district, Khonkaen province
9	Manager of Rin Mai Thai shop	Rin Mai Thai shop, Muang, Khonkaen province	29	Miss Saranya Patithat	Khanthong Mai Thai shop, Chonnabot district, Khonkaen province
10	Manager of Suepsan shop	Suepsan shop, Muang, Khonkaen province	30	Mrs.Manit Phiriyasilp	Baan Huai Rai Nua silk weaving group, Chonnabot district, Khonkaen province
11	Director of industrial promotion office region5	Industrial promotion office region5	31	Miss Somkhid Nonphayom	Baan Non Pha Yom silk weaving group, Chonnabot district, Khonkaen province
12	Director of Khonkaen industrial and community education college	Khonkaen Industrial and Community Education College, Chonnabot district, Khonkaen province	32	Mrs.Lamphoon Fongfoom	Koom Kee Thao silk weaving group, Chonnabot district, Khonkaen province
13	Chonnabot cheriff	Amphur chonnabot office, Chonnabot district, Khonkaen province	33	Mrs.Somphit Rattha	Baan Don Duu silk weaving group, Chonnabot district, Khonkaen province
14	Amphur Chonnabot community development	Amphur Chonnabot community development office, Chonnabot district, Khonkaen province	34	Mrs.Amnuay Yensabai	Baan Na Dok Mai silk weaving group, Chonnabot district, Khonkaen province
15	Ass.Director of Khonkaen industrial and community education college	Khonkaen Industrial and Community Education College, Chonnabot district, Khonkaen province	35	Mrs.Visakha Tanthasilp	Baan Nong Yaa Maa silk weaving group, Chonnabot district, Khonkaen province
16	Mrs.Mingkhwan Wannasri	Khonkaen Industrial and Community Education College, Chonnabot district, Khonkaen province	36	Mrs.Amporn Nutrate	Baan Kud Pia Horm silk weaving group, Chonnabot district, Khonkaen province
17	Mrs.Ari Moondamart	Khonkaen Industrial and Community Education College, Chonnabot district, Khonkaen province	37	Mrs.Bualai Jeankham	Baan Po Daeng silk weaving group, Chonnabot district, Khonkaen province
18	Mr.Phayong Hormnate	Khonkaen Industrial and Community Education College, Chonnabot district, Khonkaen province	38	Mrs.Worawan Sirirat	Baan Sa Kaew silk weaving group, Chonnabot district, Khonkaen province
19	Manager of Sala Mai Thai, Khonkaen Industrial and Community Education College	Khonkaen Industrial and Community Education College, Chonnabot district, Khonkaen province	39	Mrs.Kitiya Suwanchada	Industrial promotion office region5
20	Mr.visut KaanKhua	Industrial promotion office region5	40	Miss Chamaipom Phanbut	Industrial promotion office region5

(2) Study tour for silk textile producers

For the target group members who mainly participated in the Udon Thani seminar and coordinators, the JICA mission prepared a four-day study tour in Bangkok, from 2 to 5 September 2004 for the purpose of learning the market needs and collecting market information (See Tables 1.2-3 and 1.2-4). About 40 participants were able to hear opinions on the Khon Kaen silk textiles and products and collect market information directly from customers. In addition, participants visited the showrooms that were managed by JICA-employed designers, and shared common perception with them.

Table 1.2-3 Itinerary of the Market Study Tour

2nd – 5th September 2004 at Bangkok	
<u>Thursday 2nd September 2004</u>	
8.30 am.	Registration for the participant. Bus stop #1 at Khon Kaen city hall, Bus stop #2 at Sofitel Hotel
9.30 am.	Bus stop #3 at the Chonnabot district office
10.00 am.	Leaving the Chonnabot district office for Bangkok
12.30 – 13.30 pm.	Lunch (Cafeteria)
17:00 pm.	Distribution of dinner boxes (Cafeteria)
18.00 pm.	Arriving at "Grand Tower Inn" Bangkok
<u>Friday 3rd September 2004</u>	
9.00 am.	Departure from the hotel
9.30 – 11.00 am.	Visiting Chabatik Shop (The Old Siam Plaza)
11.00 – 11.30 am.	Leaving for the World Trade Center
11.30 – 12.30 pm.	Lunch at MK Sukiyaki Restaurant (World Trade Center)
13.00 – 14.00 pm.	Visiting Maya shop (3rd floor of Gaysorn plaza)
14.00 – 16.00 pm.	Visiting Naraiphand Pavilion
16.00 – 17.00 pm.	Dinner (Cafeteria)
18:00 pm.	Return to the hotel
<u>Saturday 4th September 2004</u>	
9.00 am.	Departure from the hotel
9.30 – 10.15 am.	Visiting Beyond Living Co., Ltd. (Ekkamai)
10.30 – 11.40 am.	Visiting Rasi Sayam Shop (Sukhumvit 23 road)
12.00 – 13.00 pm.	Lunch (OISHII Restaurant, Soi Thonglor, Sukhumvit 55 road)
13.20 – 14.10 pm	Visiting Homespun (Sukhumvit 23 road)
14.30 – 15.30 pm.	Leaving for Central Chidlom department store to visit Silk Avenue, Shinnawatra Mai Thai, Villa Cini
15.50 – 16.40 pm.	Leaving for Siam Discovery department store to visit Phoo Faa, Mae Faa Luang, EGG
17.00 – 19.00 pm.	Dinner (Queen Shirikit Center Restaurant)
19.30 pm.	Going back to hotel
<u>Sunday 5th September 2004</u>	
9.00 am.	Departure from the hotel Leaving for Khon Kaen province
12.30 – 13.30 pm.	Lunch (Cafeteria & pick up dinner box)
16.30 pm.	Arriving at the Chonnabot district office
18.00 pm.	Arriving at the Khon Kaen City hall & Sofitel Hotel

Table 1.2-4 List of Participants in the Bangkok Study Tour

No.	Name-Surname	Address	No.	Name-Surname	Address
1	Ass.prof.Montri Boonsanor	Khonkaen University	21	Mr.Suwan Srirat	Silk weaving expert
2	Mrs.Anchalee Janthasri	Community development office	22	Mrs.Manit Phiriyasip	Baan Huai Rai Nua silk weaving group
3	Mr.Surak Sutthiprapha	Khonkaen Industrial and Community Education College	23	Mrs.Suphanee Phoolankee	Baan Na Foi silk weaving group
4	Mr.Phayong Hormnate	Khonkaen Industrial and Community Education College	24	Manager of Suepsan shop	Suepsan shop
5	Mrs.Mingkhwan Wannasri	Khonkaen Industrial and Community Education College	25	Miss Khomkhid Nonphayom	Baan Non Pha Yom silk weaving group
6	Mrs.Ari Moondamart	Khonkaen Industrial and Community Education College	26	Mrs.Wongduen Choonate	Koom Kee Thao silk weaving group
7	Mr.Vinate Donse	Chonnabot district municipal office	27	Mrs.Bualai Jeankham	Baan Po Daeng silk weaving group
8	Mrs.Varunthip Chatjuthamani	Ratchamongkol technology institution	28	Mrs.Amnuay Yensabai	Baan Na Dok Mai silk weaving group
9	Mr.Dusit Pojan	Industrial promotion center 5	29	Mrs.Daeng Jammonghipat	Amphur Chonnabot silk weaving group
10	Mr.Virat Rattanakhom	Industrial promotion center 5	30	Mrs.Phitsamai Khumsap	Amphur Chonnabot silk weaving group
11	Mr.Vinai Rondon	Community development office	31	Mrs.Sutsawat Sararat	Chonnabot district agricultural office
12	Mr.Thanarak Prabphai	Chonnabot Mai Thai weaving Factory	32	Mr.Prasertsak Patithat	Khanthong Mai Thai shop
13	Mrs.Somphit Rattha	Baan Don Duu silk weaving group	33	Mr.Samruay Yenchaoi	Khonkaen University
14	Mrs.Visakha Tanthasip	Baan Nong Yaa Maa silk weaving group	34	Miss Chamaiporn Phanbut	Industrial promotion center 5
15	Mrs.Worawan Sirirat	Baan Sa Kaew silk weaving group	35	Mr.Bancha Sumanan	Khanthong Mai Thai shop
16	Mrs.Maneerat Kromwang	Baan Lao Nua silk weaving group	36	Mrs.Nutchanat Mattayaphuthom	Khonkaen Industrial and Community Education College
17	Mrs.Amporn Nutrate	Baan Kud Pia Horm silk weaving group	37	Mr.Jaron Mankhong	Khonkaen Industrial and Community Education College
18	Mr.Thongsuk Junthawong	Silk weaving expert			
19	Mrs.Pranorm Thongprasart	Silk weaving expert			
20	Mr.Songkram Ngamyng	Silk weaving expert			

(3) Design competition at Khon Kaen University

Khon Kaen University held a design competition on 6 December 2004 for CSCD. Over 60 university students participated in the competition by proposing new designs for silk textile products. Six professors and the JICA expert evaluated and selected good designs, and prototypes were made for the subsequent exhibition.

(4) Development of new designs toward the exhibition

A total of 491 prototypes of a new design were produced for the exhibition as shown in Table 1.2-5, including 262 textiles and 229 products including bags, cushions, etc. Out of 262 textiles, 22 were based on traditional patterns and 240 were new patterns specially designed for the exhibition. The 22 traditional design textiles were woven by master artisans in an effort to maintain and restore its value. In this cluster, there is a significant traditional technique to weave silk textiles. The technique is called as Mud Mee and its historical value has been kept for hundreds years by master artisans.

Table 1.2-5 Textiles and Products Displayed at the Exhibition

No.	Textiles and Products	Amount
Total number of prototypes		491
Textiles		262
1	Product development and prototype on the traditional value	22
2	Product development and prototype based on market demand	
1)	New design textile	73
2)	Textiles made by only silk yarn on silk yarn and mixed materials	20
3)	Natural dyed silk textile	87
4)	Textile designed by SME designers	40
3	Textile development and prototype based on the newly use	
1)	Collaboration between Mud Mee technique and Batik technique	20
Silk products		229
4	Products designed and pre-manufactured by JICA expert, 4 designers, teachers of KKICE College, SME designers, KK University students, etc.	
1)	Bags	64
2)	Cushions	13
3)	Picture frames	12
4)	Pillows	38
5)	Table cloths	7
6)	Coasters	18
7)	Dish mats	20
8)	Wine bags	2
9)	Tissue case	1
10)	Notepads	3
11)	Document trays	3
12)	Kimono	1
13)	File	1
14)	Flower cases	25
15)	Stick boxes	2
16)	Stick holders	4
17)	Seats	3
18)	Boxes	4
19)	Collection (pen)	2
20)	handkerchief	1
21)	Spoon box	1
22)	Aroma boxes	4

As of 16 February 2005

Designers of 240 prototype textiles with new designs are as follows:

- 1) Four JICA-employed designers: 73 new design silk textiles and 20 textiles of silk and other materials
- 2) Some teachers of Khon Kaen Industrial and Community Education College: 87 natural dyeing textiles
- 3) SME designers: 40 new designed silk textiles
- 4) JICA expert: 20 Batik dyeing textiles on the dead stock of Mud Mee

A total of 229 silk products such as bags and cushions were newly designed by professional designers, some teachers of the college, students of the Khon Kaen University selected by the competition, and the JICA expert.

1.2.3 (Output 3) Exhibitions are Held for Newly Designed Products.

- (1) Participation in the silk festival in Khon Kaen province

Annual Silk Festival was held separately from the pilot project in Khon Kaen Province from 29 November through 10 December 2004. IPC5 and Sala Mai Thai introduced CSCD and many activities of the pilot project to the visitors. IPC5 set the information panel of CSCD, introduction of Mud Mee and some textiles and products that were developed during the project at IPC booth.

- (2) Press conference and preparation

On 10 February 2005, a press conference was held under the participation of 50 journalists from 27 TV, radio, and newspapers and other medias (See Table 1.2-6) and was attended by JICA experts, DIP staffs, IPC5 staffs, Sala Mai Thai staffs and vice-governor of Khon Kaen Provincial Government.

On 11 February 2005, an autonomous community staffs meeting participated by thirty staffs from amphur, tambon, provincial government, etc. was held at Sala Mai Thai and discussed cooperation on the exhibition.

In addition to these activities, IPC5 sent invitation letters and posters, two hundreds, to concerned people including hotels and tourism, interior decoration and furniture, and garment industries, and new entrepreneurs, educational institutions and governmental institutions and so on. Sala Mai Thai also sent them to the target group, about fifty. In addition to the above, Community Development of Amphur Chonnabot informed thirty eight production groups including nearly two hundred group members.

Table 1.2-6 Agenda for Press Conference

10:00	Registration
10:30	Opening address by
	Mr. Chuan Sirinunporn, Vice Governor, Khon Kaen Provincial Government (Explanation of Silk Textile Cluster Development)
	Mr. Veranant Neeladanuvongs, Director, IPC (Explanation of CSCD)
	Mr. Kazunori Horiguchi, Sub Team Leader, JICA Mission (Introduction of JICA Cooperation to the Project)
	Mr. Sithisak Chunpati, Director, Sala Mai Thai (Introduction of roll of Sala Mai Thai and the Pilot Project)
	Q&A
	Mr. Fumio Shimizu, JICA Mission Member (Introduction of developed textiles and products)
12:30	Close

(3) Exhibition

On 17-21 February, the exhibition was held at Sala Mai Thai. During the five days, it attracted about 1,800 visitors including approximately 200 target group members (See Table 1.2-7 and 1.2-8).

Table 1.2-7 Number of Visitors

Number of visitors:	
17 February (Thu.):	Opening ceremony 400 and forum 200 based on registration, and free 200
18 February (Fri.):	90 based on registration, and free 100
19 February (Sat.):	82 based on registration, and free 200
20 February (Sun.):	67 based on registration, 30 including Khon Kaen Province Governor and official visitors, and free 200
21 February (Mon.):	63 based on registration, and free 100

Table 1.2-8 Agenda of Opening Ceremony and Forum

17 February 2005	
At Sala Mai Thai, Khon Kaen Industrial and Community Education College	
<u>17 February 2005: Opening ceremony</u>	
09:30	Registration
10:30	Opening Address by Vice Governor, Khon Kaen Provincial Government Mr. Shozo Inakazu, Leader, JICA Mission Mr. Pramode Vidtayasuk, Director of DIP, MOI Dr. Damuri Sukhotanang, Deputy-Secretary General, MOI
11:00	Tape-Cut
12:00-13:00	Lunch on meeting with concerned persons
<u>17 February 2005: Forum</u>	
12:30	Registration
13:30	Opening Address by Vice Governor, Khon Kaen Provincial Government Mr. Sitthisak Champati, Director, Sala Mai Thai (Introduction of the Pilot Project) Awarding Ceremony in order to the result of competition
14:30-17:00	Forum moderated by Mr. Fumio Shimizu, JICA Mission Member Forum by JICA employed four designers Forum by Target group

(4) Questionnaire survey at the exhibition

1) Purposes

The purposes of the questionnaire survey are: (1) to obtain evaluation not only of the pilot project activities and outputs but also of the prototype silk textiles and products produced for the pilot project by consumers as well as by the target groups; and (2) to help reflect the evaluation results to the cluster activities in future.

2) Outline of the survey method

The questionnaire survey of the exhibition visitors and participants was conducted during the exhibition period. The estimated visitors totaled 1,800, of which 1,279 persons consisting of 1,081 general visitors and 198 target groups (SMEs: 27, production groups: 81, workshops: 7, personnel of public organizations: 42, others: 41) responded to the questionnaire (response rate: 71%). The questionnaire survey was conducted by 30 students of Khon Kaen Industrial and Community Education College.

3) Outputs of the pilot project and results of the questionnaire survey (See Attachment 1-1)

Output 1: Fostering of product development coordinators

There were no human resources (or service) for coordination of product development. The pilot project primarily targeted to train three candidate coordinators. According to the questionnaire survey, it is

considered that the need for the product development coordinator was recognized by the following results:

- Sala Mai Thai is expected to act as an intermediary between production and marketing (Question C).
- The need for the coordinator was recognized, especially by workshops and public organizations (Question I).
- The participants came to realize that they were able to leverage their ability, as acquired during the pilot project, to establish a linkage between the producing areas and the market.

Output 2: Development of newly designed silk textiles/products using the Mud Mee technique

In the pilot project, prototypes of newly designed silk textiles and products were manufactured by focusing on the actual market needs. Four designers were hired for six months to create the prototypes incorporating raw materials, designs, and dyeing and weaving techniques that the designers requested. Among the target groups, about half of respondents participated in the pilot project as a weaver and the rest shared various roles depending on their expertise.

From the questionnaire survey, it was confirmed that the following experience was attained through the new product development activities:

- Persons belonging to all categories of the target groups realized the importance of preservation and transfer of the traditional weaving methods, the understanding of the market needs, the natural dyeing technique, and the weaving method according to the design as well as the design itself, and the potential of silk textile development and the roles of the product development coordinators (Question I).
- They were able to create new patterns and pattern design, design new silk products, and select raw materials by themselves according to the market needs (Question K).
- Silk textile weavers are willing to further improve their skills, through practical learning, relating to not only the methods for dyeing to meet natural dyeing and patterns, and for collecting market information, but also more sophisticated aspects of traditional techniques and patterns (Question J).

Output 3: Holding the exhibition

A wide range of promotional activities, including press release, posters, and invitation letters, were conducted. All prototypes were exhibited at the exhibition. Visitors were asked to respond to a questionnaire survey on the exhibition, whose results are summarized as follows:

- Visitors came to know the exhibition by promotional activities of related organizations, including the poster, the press release, invitation letters, etc. (Question A).

- Visitors were interested in textiles of new design, natural dyeing, traditional design, new dyeing on Mud Mee, as displayed at the exhibition (Question B).
- Visitors hoped that there would be periodical exhibitions, especially in Khon Kaen (Question D).
- Visitors generally knew about JICA's cooperation in the process up to the opening of the exhibition (Question F).
- The activities of Community Development and Sala Mai Thai as well as introduction of their activities greatly affected the above results.

Others

The target groups showed strong interest in promoting the following goals through the implementation of the pilot project:

- All concerned organizations and associations establish and maintain close cooperation.
- Governmental organizations take measures to secure quality yarns at a low price with stable supply.
- Governmental organizations and private associations provide more market information and create opportunities for market promotion.
- Governmental organizations take measures to help the building up of an organization that promotes weavers and the strengthening of cluster competitiveness.

1.3 Organizations Established for Cluster Development

1.3.1 Organizational Structure for Implementing the Pilot Project

- (1) Set up the task force group to implement the pilot project

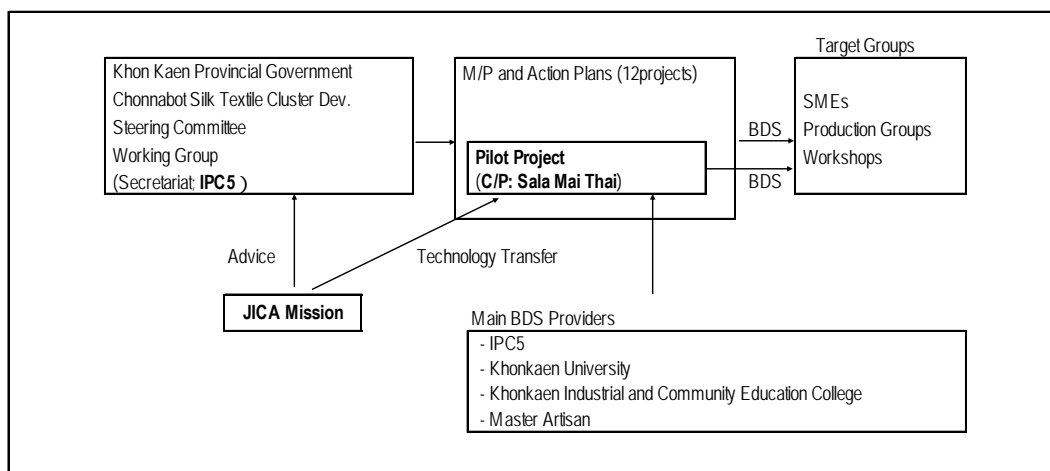


Figure 1.3-1 Organization Structure to Implement the Pilot Project

The JICA mission started to set up the task force group with IPC5 as a counterpart and Sala Mai Thai as a BDS provider (See Attachment 1-2 at the end of this chapter for the BDS provider list.).

Industrial Promotion Center 5 is one of the regional centers managed by the Department of Industrial Promotion, Ministry of Industry. Its official name is "Sala Mai Thai, The Silk Exhibition Hall". The exhibition hall was inaugurated by H.R.H. Princess Maha Chakri Sirindhon on 29 July 1993 to commemorate the 60th birthday anniversary of Her Majesty The Queen, and constitutes one of many projects of H.R.H. Princess Maha Chakri Sirindhon. It serves as a center for learning (a training project for farmer families in rural Thailand relating to the job), development (the weaving technique and manufacturing process), and conservation of Northeastern Thai culture and local wisdom. At the same time, it functions as a museum for Mud Mee Thai Silk (and sales activity for the product made in the training course), characteristic patterns and costume designs. It is located within the Khon Kaen Industrial and Community Education College and is managed by the college's staff.

(2) Counterpart and task force members

Attachment 1-3 at the end of this chapter shows the members of the counterpart and task force.

1.3.2 Organizational Structure for Implementing the Master Plan and Action Plans

(1) Steering committee and working group

Khon Kaen Governor's Office set up the Steering Committee and Working Group for Chonnabot Silk Textile Cluster Development to implement its Master Plan and Action Plans (12 projects including the pilot project). In addition, Khon Kaen Provincial Governor appointed members of the Steering Committee and Working Group and the Secretariat on 18 August 2004 (see Attachments A1-4 and A1-5 to this chapter).

(2) Record of the activities of the Steering Committee and Working Group

August 2004

The first meeting of the Steering Committee and Working Group members was held on 23 August 2004 at the provincial government Office. In this meeting, JICA team members presented the Master Plan, Action Plans and the pilot project to all the members, including Provincial Governor who served as a

chairman, to establish the basis of mutual understanding. And JICA mission asked the members to consider the following subjects:

- 1) Set up a formal meeting to develop common recognition for cluster development.
- 2) Each member recognizes its own task and informs its own service that can serve the interests of the respective target groups and the general public.
- 3) The members should focus on the strengthening of each BDS to become more effective in serving the target group by establishing a linkage or promoting cooperation among them and all the members should serve the best interest of their own BDS.
- 4) Each member should develop its own BDS delivery plan and make a budget request to the provincial government as required.

After the attendance at this meeting, almost all of the members participated in the first seminar at Udon Thani held on 24-25 August 2004.

October 2004

On 26 October 2004, a steering committee and working group joint meeting was held. At this meeting, candidate responsible organizations (BDS Providers) and persons for each project were appointed. On 28 November, the following actions were approved by Provincial Governor officially:

- 1) The provincial government designates the silk textile cluster development as one of provincial development strategies.
- 2) All organizations related to Action Plans (twelve projects) should submit their implementation schedule to the provincial government.
- 3) All organizations related to cluster development should build a network or linkage among them.
- 4) The provincial government should ensure and allocate necessary budgets in order to implement the plan, and should do advertisement activities for cluster development.
- 5) All organizations implement their activities (BDS) toward the goals of design development, improvement of production and market development. The main theme of the cluster development is the silk textile and products weaved by natural dyed yarn.

On 27 October 2004, Provincial Governor made an announcement by radio on the cluster development in Amphur Chonnabot addressed to local residents.

In addition to the announcement, Provincial Governor made a speech on the cluster development and development strategies of Khon Kaen Province to provincial government employees (400 officers) at a monthly provincial government meeting held in Sala Mai Thai. The speech was intended to communicate the governor's commitment to cluster development to the employees.

At the evening party that was organized after the meeting, the target group members wore Mud Mee dresses for promotion of silk textiles.

January 2005

On 24 January 2005, the working group meeting was held at IPC5, chaired by the vice-governor and under participation of 33 persons representing related parties. Each organization made report on its activities. Sala Mai Thai reported about training of product development coordinators, design development and opening of the exhibition.

1.4 Terminal Evaluation

The terminal evaluation study of the pilot project was conducted in the following manner:

- Name of the project: Boosting of production of newly-designed silk textile products
- Evaluation study period: 9 - 24 May 2005 (including the period for the 2nd Seminar) in Khon Kaen Province
- Methodology of the survey: Interview and questionnaire surveys of the target group, related persons and organizations
- Methods for collecting data and information: Review of existing documents including reports on the pilot project, results of questionnaire and interview surveys of JICA experts (product development and design)
- Methods for analysis of the collected data: Evaluation based on the verification method described in PDM and Five Evaluation Criteria
- Evaluators: Kazunori Horiguchi and Fumio Shimizu
- List of interviewed persons and organizations: See Attachment 1-6 at the end of this chapter.

The objective and methodology of the evaluation study are summarized in Annex attached at the end of this report.

1.4.1 Plans for verification of the project performance and evaluation study

1.4.1.1 Verification of the project performance

Attachment 1-7 presented at the end of this chapter shows a summary table for verification of the project implementation results (for field survey), which consists of verification of the performance and implementation processes (See Annex at the end of this report for detailed explanation on the summary table).

For the verification of the performance and implementation processes, a description on evaluation of the pilot project and a methodology are given in the form of evaluation criteria and methods, survey items and required data, information sources, and a data collection method.

1.4.1.2 Evaluation study plan (Five Evaluation Criteria)

Attachment 1-8 at the end of the chapter summarizes the evaluation grid for the pilot project using five evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability) (See Annex at the report end for detailed explanation on the evaluation grid). For each of the five evaluation criteria, a description on evaluation of the pilot project and a methodology are given in the form of evaluation criteria and methods, survey items and required data, information sources, and a data collection method.

1.4.2 Verification of implementation of the project

1.4.2.1 Verification of performance

(1) 01 Was the Input conducted as planned?

See attachment 1-7 at the end of this chapter.

Table 1.4-1 summarizes the inputs from both the Japanese and Thai counterparts. The inputs were mostly provided according to the original plan; however, it is considered that the involvement of the counterparts were relatively small.

- 1) Inputs from the Japanese side: The number of coordinators increased from two to three and the number of designers increased from three to four, to reflect the fact that the area of product development diversifies. The operation budget was appropriately provided to the project except for the reduction of operation expense for exhibitions as the exhibition was held only in Khon Keon, not in Bangkok.
- 2) Inputs from the Thai side: Office space and office equipment were provided for the project as planned. Persons in charge of DIP and IPC5 were not involved in the project on a full time basis. However, there was no adverse effect since actual counterpart of the project was Sala Mai Thai, not IPC5.

Table 1.4-1 Planned and Actual Inputs

Item	Planned Input	Actual Input	Achievement ratio
(Japanese side)			
JICA Expert			
Supervisor	1 person	1 person	100%
Product development	1 person	1 person	100%
Thai coordinators	2 persons	3 persons	150%
Designers	3 persons	4 persons	133%
Thai secretary	1 person	1 person	100%
Thai translators (during the field survey periods)	1 person	1st half: 1 person 2nd half: 1.5 persons	125%
Operation expense			
Seminars	2 times	2 times	100%
Exhibitions	2 times	Once in KK	50%
Study tours	2 Times	2 times	100%
Expense for proto type production	600 items	491 items	82%
(Thai side)			
DIP staff cost and travel expense	2 persons	n.a.	-
IPC5 staff cost and travel expense	Over 1 staff	n.a.	-
Office space and equipment	TOR	TOR	100%
Operation expense	TOR	TOR	100%

Note: "n.a." in the table shows that the calculation base is not available.

- (2) 02 Was the Output produced as planned?

Table 1.4-2 shows original plan and performance of the outputs. Outputs were produced as planned.

Table 1.4-2 Outputs (PDM): Original Plan vs. Performance

Output	Indicator	Original Plan	Performance	Achievement ratio
1. Coordinators for product development are trained.	1) No. of trained coordinators	2 persons	3 persons	150%
	2) Preparation of market report by coordinators	2 times	2 times	100%
2. Newly designed products based on Mud Mee production technology are developed.	1) No. of prototype products			
	• Silk textile	400 items	262 items	66%
	• Silk products	200 Items	229 items	115%
	2) Study Tours	Once x 30 persons Once x 2 persons	Once x 37 persons Once x 1 person	100%
3. Exhibitions are held for newly designed products.	Exhibition for prototype products (Sala Mai Thai)	Khon Kaen: once Bangkok: once	Khon Kaen: once	50%

1) Output 1 (Coordinators for product development are trained.)

Evaluation by Indicator 1: Three coordinators were trained. The number of qualified coordinators increased from two to three. This reflects the fact that the classification of product development has increased.

Evaluation by Indicator 2: The coordinators made market reports after the study tour.

Therefore, the two Indicators are at acceptable levels and the Output 1 has been accomplished.

2) Output 2 (Newly designed products based on Mud Mee are developed.)

Evaluation by Indicator 1: The number of prototypes of silk textile decreased by 138 items and silk products increased by 29 items. The reason why the former decreased in number is that weavers have high levels of skill and technique, leading to less failures of prototype production and thus less remaking of production.

Evaluation by Indicator 2: The number of participants in the two study tours increased by 6 persons.

Therefore, the two Indicators have reached the acceptable levels and the Output 2 has been accomplished..

3) Output 3 (Exhibitions are held for newly designed products.)

Evaluation by Indicator: The exhibition was held at Sara Mai Thai in Khon Kaen, but it was not held in Bangkok. According to the field survey, it was found out that an opportunity for the exhibition in Bangkok was not matured.

There was no adverse effect on Output 3, although there were some differences between the planned and actual values.

- (3) 03 Will the Project Purpose of "Production of newly-designed silk textile products is boosted" be achieved?

The project purpose will be achieved by the following reasons:

- 1) Evaluation by Indicator 1 (Share of new silk textile products that are designed within three years in Khon Kaen: 20%, 40% and 50% in 2006, 2008 and 2010 over 2004, respectively): The following facts were identified by the interview survey and the field survey:

The coordinator has started to make newly-designed textiles and business negotiation with designers who were employed by JICA. And the staffs of Sala Mai Thai who are also teachers of Khon Kaen Industry and Community Education College have started their advisory services to manufacturers in weaving, dyeing, product development and manufacturing of the product aiming at product marketing.

- 2) Evaluation by Indicator 2 (Continuation of activities done by the pilot project in Sala Mai Thai and/or BDS providers in Khon Kaen): On the strength of active promotion and advertisement by the Tourism Authority of Thailand and Khon Kaen provincial government office, the number of tourists who visited Sala Mai Thai increased by 30% and monthly sales volume increased by 70 to 80 % after completion of the pilot project.

According to the questionnaire survey conducted at the exhibition, respondents expected Sala Mai Thai to be a coordinator between manufacturing and marketing (97%), although it was not realized.

Participation in the exhibitions with product sales, which were held outside of Khon Kaen province including Bangkok, increased.

- (4) 04 Will Overall Goal of "Newly designed silk products are daily developed and produced in Khon Kaen and sold" be achieved?

The following indicator was established as the overall goal: "Sales of silk textile products of Khon Kaen grow annually by 5% up to 2010 from 2005." There are prospects that the overall goal will be achieved by conducting the following activities on a continuous basis, although numerical data to substantiate the prospects was not obtained during the field survey:

- 1) The Khon Kaen provincial government office guides the related organizations to implement the master plan and action plans including the pilot project and has been holding the monthly meetings by the Silk Cluster Development Committee.
- 2) Development of the newly designed products continues, some of which have already been commercialized.
- 3) Khon Kaen University investigates to initiate joint product development efforts with weavers in some villages.

1.4.2.2 Verification of the implementation process

See Attachment 1-7 at the end of this chapter.

- (1) 05 Were the activities implemented as planned?

All activities of the project except some having problems mentioned below were conducted as planned.

- 1) There was no significant participation of SMEs in the pilot project.
In selection of participants of the pilot project, the target groups were designated for three sub-groups: SMEs, production groups and workshops. Among them there was no significant participation of SMEs. Since SMEs play an important role in industrial development in the region, participation of SMEs holds key to successful implementation of the cluster activities.
- 2) The preparation of the exhibition was behind the schedule.
The preparation for the exhibition was behind the schedule. The reason was that the most of preparatory work that should have been done by the counterpart while the JICA team was in Japan did not progress as planned. The JICA team managed to speed up the preparation work during the field survey period to meet the schedule. However, promotional activities such as the mailing of invitation letters and the poster were not conducted in conformance with the schedule.

- (2) 06 Were there any problems in the method of technology transfer?

Technology transfer was made for Sala Mai Thai, designers and coordinators. The outcome of the technology transfer was demonstrated at the exhibition, which was successfully implemented. According to the interview survey, it appears that technical transfer was made smoothly with satisfactory results. Therefore, it is reasonable to conclude that technology transfer has substantially achieved its goal and a

proper method was selected and implemented.

(3) 07 Were there any problems in the project implementation system?

09 Was a suitable counterpart assigned?

The Khon Kaen provincial government office set up the steering committee and working group for the cluster development at the beginning of the pilot project. The JICA mission managed the project with Sala Mai Thai as a counterpart.

The interview survey revealed that Sala Mai Thai was cooperative and appropriate as the counterpart. Meanwhile, it appears that the arrangement under which BEED/DIP serves as the project counterpart of and IPC5 as the responsible organization for project implementation is not suitable for the project in some occasions.

(4) 08 Does the project have a high recognition in the implementing agency and the counterpart?

10 Is the degree of participation of the target group and related organizations in the project high?

27 persons from SMEs, 81 from production groups, 7 from workshops, 42 from governmental organizations and 41 persons from Khon Kaen University and other institutions were involved in the pilot project.

According to the questionnaire survey at the exhibition, 49% of all respondents participated in the project as weavers, 21% as staffs of cooperative institutions, 13% as staffs of implementation body, and 7% as designers. And 10% participated in the study tour that was conducted in Bangkok.

(5) 11 What factors influenced the problems occurring in the project implementation process and the produced effect?

Following are the major factors to produce the favorable effects in the implementation process:

- 1) Strong leadership of the Khon Kaen provincial governor
- 2) Setting up of the steering committee and working group for cluster development
- 3) Authorizing the silk cluster development initiative as one of Khon Kaen Province Social and Economic Development Strategies

- 4) Formulation of common understanding among related persons and organizations through monthly meetings

Therefore, there was no critical factor that hampered the project and its smooth implementation.

(6) Key assumptions

"New designs" were supplied by designers employed by JICA, and necessary materials to produce prototypes were sufficiently provided. According to the questionnaire survey conducted during the exhibition, most of the newly designed prototypes, including silk textiles and products that were produced in the project, received good evaluation by the survey's respondents. Meanwhile, it should be noted that weavers in the cluster are becoming older as job opportunities in Khon Kaen are diversifying due to the progress of industrialization and young persons opt to go to large cities such as Bangkok. Clearly, the securing of skilled weavers as well as the transfer of the traditional production technique and skills to the next generation are expected to become a major concern for the future development of the cluster.

(7) Preconditions

The steering committee and working group for the cluster development were set up on 8 August 2005 by the Ukase (Order) of Provincial Governor when the pilot project started. And 200 persons from the target groups participated in the project. Therefore, the preconditions for project implementation were fulfilled at the initial stage and no problem arose.

1.4.3 Evaluation by five evaluation criteria

The Evaluation Grid was filled in with the following survey results for analysis, followed by evaluation by the Five Evaluation Criteria. Refer to Attachment 1-8.

- Assessment of results and examination of implementation process (Refer to 1.4.2)
- Analysis of records of pilot project implementation
- Interview survey of IPC5, DIP, etc.
- Interview survey of major companies, BDS providers, etc.
- Questionnaire survey at the 2nd Seminar (Refer to Attachment 1-9 at the chapter end)

1.4.3.1 Relevance

For the following reasons, the project has high relevance:

- (1) The project was in line with the needs of the target region, society and target groups.

The project was one of the action plans that are proposed in the master plan for cluster development. According to the survey results at the 2nd seminar in May 2005 including the questionnaire survey, it was recognized again that the project would meet the needs of the target region, society and target group.

- (2) Implementation priority of the project is high.

The pilot project is in line with the development policy of Thailand from the following reasons:

- 1) "Cluster Development Policy and SME Promotion for Strengthen of the Industries" are specified in the chapter of "Policy and strategies in the Industries" of the Implementation schedule of the national projects from 2005 to 2008.
- 2) National Committee on Competitive Advantage (NCC) under the Prime Minister Office manages "Thailand Cluster Networking Development", and DIP has been appointed as one of the implementation bodies.
- 3) The silk industry is one of the priority industries to be developed under Khon Kaen Development Strategy, 2547 – 2550.

Meanwhile, the project is in line with the Japanese Official Development Assistance Policy.

According to the country's foreign aid policy that is published by the Ministry of Foreign Affairs, the following objectives are set forth: (a) to develop regional and agricultural area; (b) to strengthen Economic Fundamentals; and (c) to strength HRD.

According to the implementation plan for projects by the country, as published by JICA, JICA specifies regional and agricultural development as one of the important fields. And it takes up the following matters: (a) support for the creation of development plans by introducing a participatory approach under the initiative of local government and for the establishment of a local information system; and (b) cooperation in the field of HRD for development planning under farmer participation which takes account regional characteristics, and cooperation in strengthening the development system.

- (3) The selection of the target group was appropriate.

The JICA mission conducted the master plan study on the model cluster for development of the Khon Kean silk textile industry. As a result, the JICA mission judged that the cluster activities were a suitable tool for the pilot project for the purpose of regional industry development, since there was a sufficiently high level of concentration of silk textile manufacturers in Amphur Chonnabot (target group).

- (4) Japanese technology has a comparative advantage and the technology transfer was proper.

Japanese technology which was transferred to the project was the know-how having international competitiveness based on the market needs. In the questionnaire survey conducted during the exhibition, the target groups responded that they learned Japanese product development know-how and they intended to utilize it individually. In fact, they started to produce prototypes which were made by natural dyed yarn and newly design, and started training courses to produce new design products.

1.4.3.2 Effectiveness

For the following reasons, the effectiveness of the project is considered to be high:

- (1) Expected outputs were produced and the project purpose is expected to achieve by continuing the project.

The following were found as a result of the interview survey:

- 1) A coordinator who was trained in the project started to develop new designed textile and is working to start a new business with a JICA employed designer.
- 2) Staffs of Sala Mai Thai started their advisory services in the area of product development.
- 3) The target group was able to recognize the importance of designing and learned new skills to make natural dyed yarn and weave new products. These skills are being taught in the training courses offered by Sala Mai Thai.
- 4) The exhibition was held for five days, from 17 to 21 February 2005, and about 1,800 people visited it. It visibly displayed outputs of the project. After the exhibition, the number of visitors to Sala Mai Thai increased by 30% and monthly sales volumes increased by 70 - 80%.

- 5) In addition, manufacturers participated in the SME Fair held in Bangkok in early May and also participated in a lot of exhibitions and trade shows. As a result, they received business inquiries from potential buyers.
- 6) Sala Mai Thai will hire a permanent product development coordinator, using a budget of the provincial government.

1.4.3.3 Efficiency

Judging from the above outputs, input was made efficiently, although there were some problems in part.

- (1) The quantity and quality of inputs and the timing of the activity were appropriate.

The results of the interview survey indicate that inputs were effectively utilized to produce the outputs and the timing of the activity was appropriate.

- (2) However, there were some problems relating to inputs.

In the interview of a JICA expert, the following problems were pointed out: (a) there was a clear difference in ability among the JICA employed coordinators, (b) some staffs of BEED/DIP and IPC5 lacked expertise required to achieve the required input. However, these problems did not have negative impacts on the efficiency; (c) The number of interpreters was sometimes insufficient due to an inaccurate estimation at the planning stage.

- (3) The operation cost was proper to support implementation.

The operation cost spent for project implementation was within the original plan's budget.

1.4.3.4 Impacts

The following impacts can be realized by the implementation of the project, and there is a strong prospect that the overall goal will be achieved by continuation of the project.

(1) Impact on the target groups

According to the questionnaire survey conducted during the exhibition, about half of the target groups wanted to utilize the capability acquired by the project in their future production, or wanted to work more for production activities.

(2) New business initiative by the product development coordinator

The product development coordinator was motivated to develop new textile for new business on her own.

(3) Start of advisory service by Sala Mai Thai

Sala Mai Thai started new advisory services for manufacturing including the natural dyeing technique, and the weaving technique and manufacturing for newly designed products.

(4) Ripple effect on other regions

Manufacturers who live in neighboring Amphurs and villages visited manufacturers in Amphur Chonnabot, and proposed them a joint product development initiative.

According to the interview survey, the project activities produced the following positive impacts:

- 1) Collaborative relationships among the steering committee members were strengthened.
- 2) The silk industry has been incorporated into the development strategy for Khon Kaen Province as a priority development industry.
- 3) Investigation was conducted for creating a silk industry development strategy within the new development strategies in Khon Kaen Province from 2005 to 2009.
- 4) Within the cluster, the advertising campaign activities became widely known, and the target group actively participated in various exhibitions and trade fairs.
- 5) Initiatives were launched to set up a Web site for the project, market channel creation, and product development with natural dyeing.

1.4.3.5 Sustainability

There is a good prospect for the project's sustainability because the support system for the cluster organization is in place and a development budget has been authorized.

- (1) Sala Mai Thai set up the project implementation system with budgetary support.

Sala Mai Thai appointed three exclusive staffs from the committee members (they are also teachers of Khon Kaen Industry and Community Education College) to continue the project. Sala Mai Thai acquired a budget of 1.5 million Baht from the provincial government to continue product development efforts including technical training, market investigation and advertisement. In addition, it plans to hire a product development coordinator.

- (2) Marketing activities are important for sustainable cluster activities.

The Khon Kaen provincial government office continues cluster development efforts including the pilot project. As the pilot project has successfully built up the foundation for commercial production of newly designed silk textile, the development of marketing capability to distribute manufactured products will be important in the future

1.5 Conclusion, Recommendations and Lessons Learned

1.5.1 Conclusion

- (1) The pilot project has been implemented as planned and has successfully achieved its original purpose.

The terminal evaluation has verified that the project was carried out according to its implementation plan and almost satisfied the five evaluation criteria including sustainability.

- (2) In the pilot project, it has been proved that the Mud Mee technique is fully adaptive to diverse designs as well as various types of raw yarns (combination of textile materials and silk yarns).
- (3) Through the several field tours and a number of meetings, a network consisting of the target groups and BDS providers was formed. It has contributed greatly to the smooth progress of cluster development activities.

(4) The future direction of the silk textile industry development was set forth as a strategic industry of Khan Kaen Province with the framework of the master plan and the action plan developed in the pilot project.

(5) There are key successful factors for promoting the pilot project.

First of all, there is a system and institution in place to support the cluster and its activities. The provincial government continues support for cluster development of the silk textile industry and has allocated a budget for project implementation. In technical and other aspects, official support continues, including the organization of weavers under the Chonnabot Community Development Office, a technical guidance for textile production, and support for participation in product exhibitions. Also, extension service on the improvement of silk yarn quality is provided by the Khon Kaen Farmer Professional Development Promotion Center (Sericulture). Finally, product information is disseminated outside the province through promotional activities on tourism by the Tourism Authority and the provincial government.

(6) Uncertainties relating to continued implementation of the pilot project are associated with the capacity of the implementation body (Sala Mai Thai) responsible for continuation and development of the pilot project.

First of all, Sala Mai Thai is a non-profit organization and is managed by faculty members of the nearby college, including the general manager. It does not have a professional management capability, including fundraising, and as a result its operational funds are relatively small and limit its activities in terms of both quality and quantity. Secondly, Sala Mai Thai does not have a sufficient number of full-time staff members and lacks an adequate marketing capability. All in all, its market development activities are fairly limited in size and coverage.

1.5.2 Recommendations

(1) Deployment of cluster development activities that involve SMEs

Cluster development activities under the pilot project have mainly focused on women in farm villages. The future project should more encourage participation of SMEs and organize a strong network of producers, thereby contributing to the development of the local economy.

(2) Implementation of cluster development activities by the implementation bodies with strong execution capability

For the future project, IPC5 and Sala Mai Thai should be able to become implementation bodies. However, both organizations need to strengthen their execution capability in several aspects. First of all, the role of IPC5 should be clarified in the context of the cluster development plan, and based on which, cluster support should be provided. In particular, the following efforts should be made by IPC5:

- Clearly define what types of activities will be carried out for the cluster development purpose.
- Assign full-time staff and secure a budget required for the project implementation.
- Get acquainted with stakeholders to establish personal and organizational relationships and maintain good communication with provincial government offices.

On the other hand, Sala Mai Thai is expected to improve the following functions as the organization responsible for project implementation:

- HR aspect: Staff has sufficient consultation and guidance capabilities, but their market development capability should be reinforced by means of training and hiring qualified specialists.
- Financial aspect: While Sala Mai Thai's operation is partially financed by the provincial government budget, it is desirable to develop its own financial sources.
- Organizational aspect: To execute the above measures, it is suggested that Sala Mai Thai be separated from its parent body (college) to become an independent organization.

(3) Support measures by the Khon Kaen provincial government

- Continuation of financial support for Sala Mai Thai
- Early realization of proposed initiatives, including joint product development by University of Khon Kaen and weavers under the leadership of the provincial governor, participation of SMEs in the production and marketing process, and promotion of local production of silk or silk-based materials as well as quality improvement.
- Prioritization of promotion of the silk textile industry in the next-generation socioeconomic development strategy, continuation of periodical meetings, and promotion of effective linkages between BDS providers participating in the cluster development process

- (4) Focusing on marketing to build on market acceptance of products using the Mud Mee technique

As the Mud Mee production technique has been proven to be highly sophisticated to allow creation of newly designed silk textile that can be displayed at the exhibition where Mud Mee products have received much attention from visitors, efforts should be made to realize their actual sales, together with the expansion of marketing channels to Bangkok.

1.5.3 Lessons learned

- (1) Establishing a support organization in the initial stage of the project is essential in ensuring efficient implementation.

For the pilot project, the provincial government established a steering committee and a working group. This allowed the target group to form a common ground for project promotion and to agree on operational rules and the division of activities in an early stage of the pilot project.

- (2) The fact that the primary objective of the pilot project accords with the province's development strategy serves as a strong drive for project implementation.

As the pilot project targeted the industry subsector that was also given of priority in the province's development strategy, the province was able to focus its budget and activity on the cluster development area.

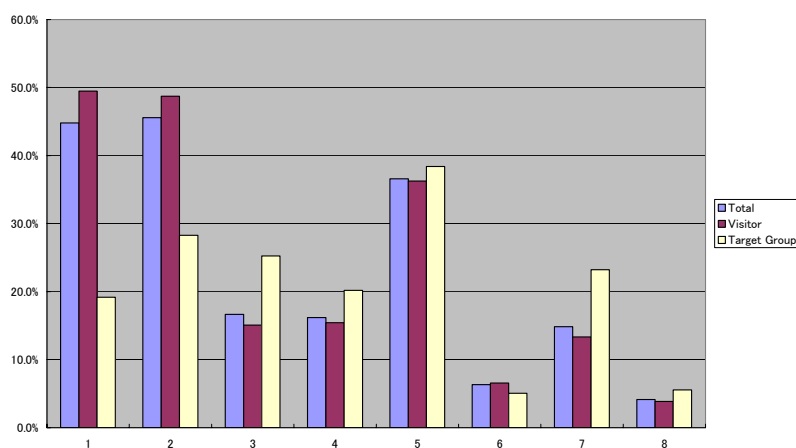
- (3) The pilot project was planned using the PDM method and was designed to converge motivation of participants to the same direction (project purpose) for efficient and effective implementation.

- Note that the project has three outputs – the fostering of product development coordinators, new product development, and the holding of exhibitions – that are closely interrelated with the project purpose.
- The exhibitions were held to promote direct contact with the market and obtain its reaction and evaluation. The evaluation results were then used as feedback for subsequent product development, which is very important for ensuring a continuous product creation cycle

Attachment 1-1 Results of Questionnaire Survey at the Exhibition

Q-A: How did you know this exhibition?

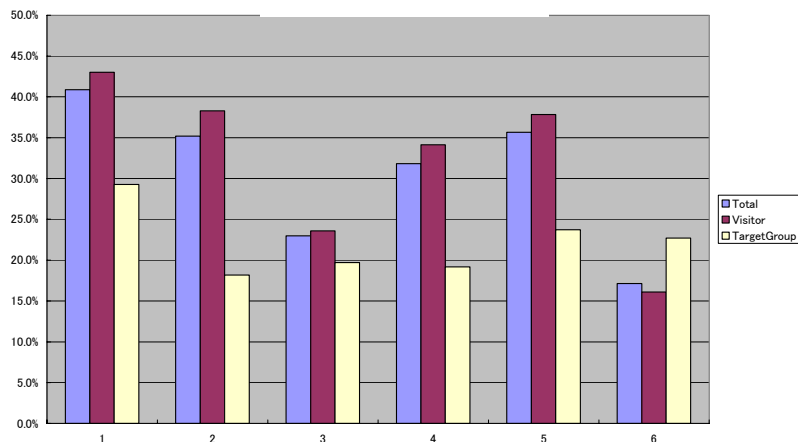
1. By seeing the poster
2. By PR and introduction by mass media
3. By introduction by the province
4. By introduction by IPC5
5. By introduction by Sala Mai Thai
6. By introduction by JICA mission
7. By getting direct mail (DM) or invitation
8. Others ()



Most visitors knew this exhibition by the poster (44.8%), and PR by mass media (45.6%) and Sala Mai Thai (36.6%). Replies of the target groups were by introduction by the province (25.3%), and getting DM or invitation from the province.

Q-B2: Which is the most impressive product?

1. Textiles with new design (pattern)
2. Textiles with traditional design (pattern)
3. New textiles weaved by traditional technology
4. Textiles with new dying on Mad Mee
5. Textiles with natural dying
6. Silk goods with new design such as bags and scarves

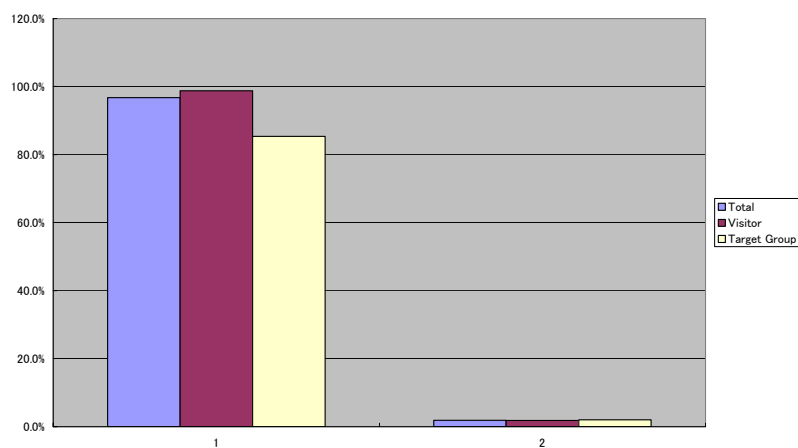


The “total visitors” were interested in the textiles with new design (pattern) (40.9%), the textiles with natural dying (35.7%), the textiles with traditional design (pattern) (35.2%), and the textiles with new dying on Mad Mee (31.8%) in this order. The “general visitors” gave similar replies.

The “target groups” were interested in the textiles with new design (pattern) (29.3%), the textiles with natural dying (23.7%), and the textiles with traditional design (pattern) (22.7%)

Q-C: Do you want Sala Mai Thai to be an agent between production and sales of products?

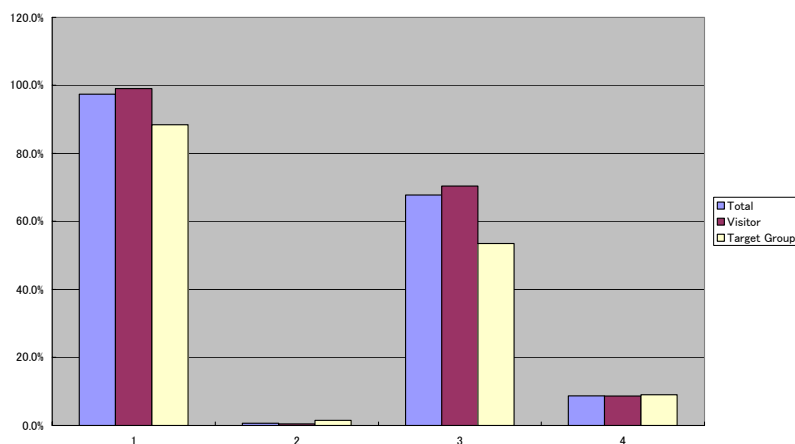
1. Yes
2. No



96.7% of all replies gave “Yes”, in which 98.8% were replies by the general visitors and 85.4%, by the target groups.

Q-D: Do you think that exhibitions should be held regularly?

1. Yes
2. No
3. Holding exhibitions in Khon Kaen
4. Holding exhibitions in Bangkok



97.4% of total visitors wanted to hold regular exhibitions. As for the location, 67.8% wanted them in Khon Kaen and less than 10%, in Bangkok.

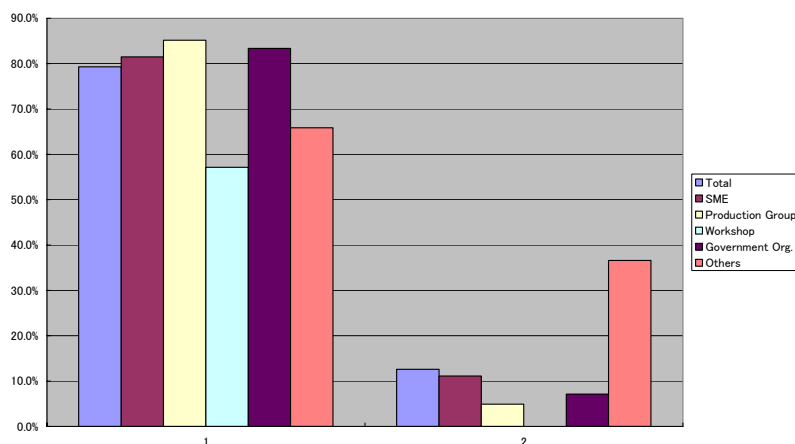
Q-E: Please provide us with your evaluation including issues to be improved and comments for expectation to producers.

About 100 visitors replied to this question. The replies on 5-step evaluation were good, fair and very good in this order. Some gave comments that more PR was necessary.

The following tables corresponding to questions from Q-F to Q-M show replies from the target group (198 persons) which is divided into 6 categories as follows:

No.	Category of target group	No of replies
1)	Total target groups	198
2)	SMEs	27
3)	Production groups	81
4)	Workshops	7
5)	Governmental organizations	42
6)	Others	41

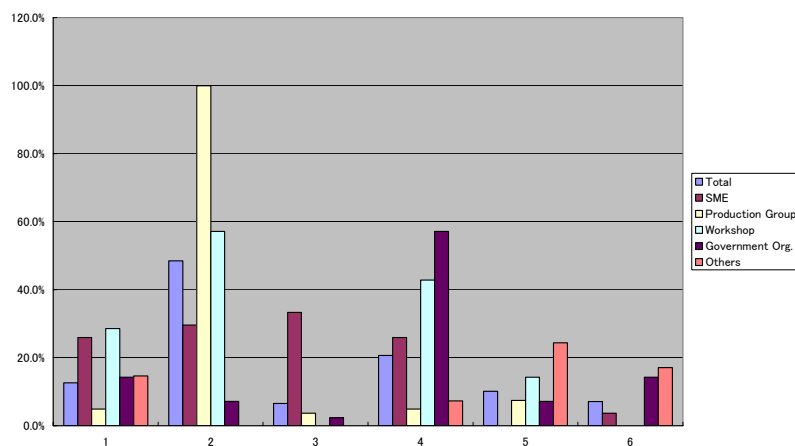
Q-F: Do you know that the development of silk textile cluster was conducted by cooperation of JICA?



About 80% knew that the pilot project was implemented by cooperation of JICA.

Q-G: Which roles did you take on in the pilot project?

1. As a position to sponsor or coordinate the pilot project
2. As a weaver
3. As a designer
4. As a cooperative organization (Name of organization:)
5. Took part in seminars and/or bus tour for Bangkok observation
6. Not took part in it (If you reply this, please not to reply the following questions.)



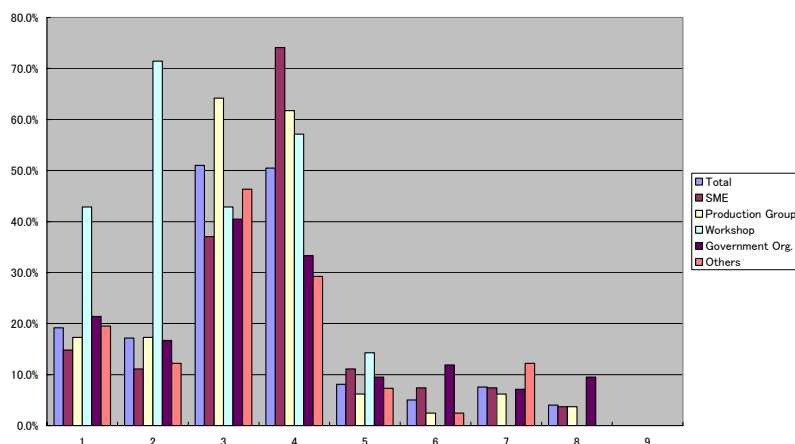
In the pilot project, persons belonging to the target group took part in it by sharing varied roles. Actually, many replies were participation as a weaver or a cooperating organization. 33.3% and 29.6% of SMEs were took part in it as a designer and a weaver, respectively. All the production groups took part in it as a weaver. 57.1% and 42.9% of workshops took part in it as a weaver and as a cooperative organization, respectively. 57.1% of governmental

organization participated in it as a cooperative organization.

20.7% of those who replied participated in the seminar and study tour in Bangkok.

Q-H: How did you know the silk textile cluster activities?

1. Introduction by the province
2. Introduction by IPC5
3. Introduction by Sala Mai Thai
4. Introduction by Community Development
5. Through activities by JICA mission
6. Other governmental organizations (Name of organization:)
7. Introduction by university
8. Introduction by friend
9. Others ()

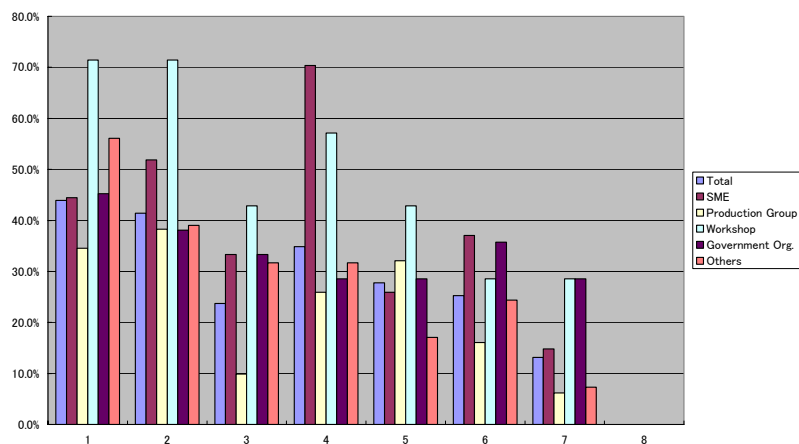


The target groups took up the activities of Community Development (51.0%) and Sala Mai Thai (50.5%) for reasons to get to know the cluster activities. 81 persons out of 198 persons of the target groups belong to the production groups which women farmers were dominant, greatly influencing the above results. However, replies by SMEs and others showed similar tendency. It shows that the two organizations got trust from the production groups.

Q-I: What did you learn from the pilot project?

1. Importance to preserve and transmit Mad Mee weaving technology
2. Importance to learn what kind of silk textile the market demands
3. Importance of design (Possessing new design which is different from the traditional design and the sense to evaluate it)
4. Natural dying technology (Method to show many colors by natural dying etc.)
5. Valid weaving methods (Existence of different weaving methods according to the design and materials)

- 6. Prospects of silk textiles (Possibility to produce valid products based on the present technology)
- 7. Necessity of organizations and experts who can introduce items 1-6 above, and give instruction and advice (Necessity of product development coordinators and Sala Mai Thai)
- 8. Others ()



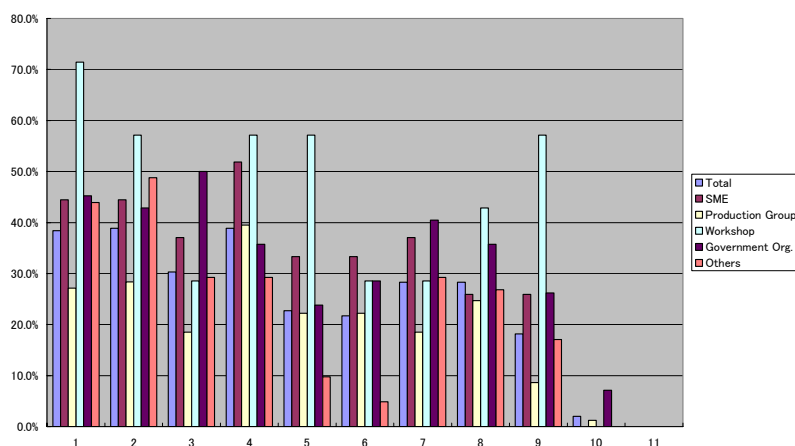
The target group learned a lot from the pilot project as follows:

Item	SMEs	Production groups	Workshops	Target group
Natural dying technology	(1) 70.4%		(3) 57.1%	(3) 34.8%
Preservation of traditional weaving method	(3) 44.4%	(2) 34.6%	(1) 71.4%	(1) 43.9%
Market needs	(2) 51.9%	(1) 38.3%	(1) 71.4%	(2) 41.4%
Weaving method according to the design		(3) 32.1%		(4) 27.8%

Note that the workshops and governmental organizations recognized importance of coordinators, although the total replies ranked it low.

Q-J: What do you want to learn further?

1. Acquisition of higher traditional skills and patterns
2. Method how to collect market information
3. Method for design development
4. Dying method to meet natural dying and patterns
5. Weaving method using various materials
6. Product development and selection of materials
7. Quality management
8. Distribution of silk textile and silk products
9. Pricing of textile and products
10. Merchandizing
11. Others ()



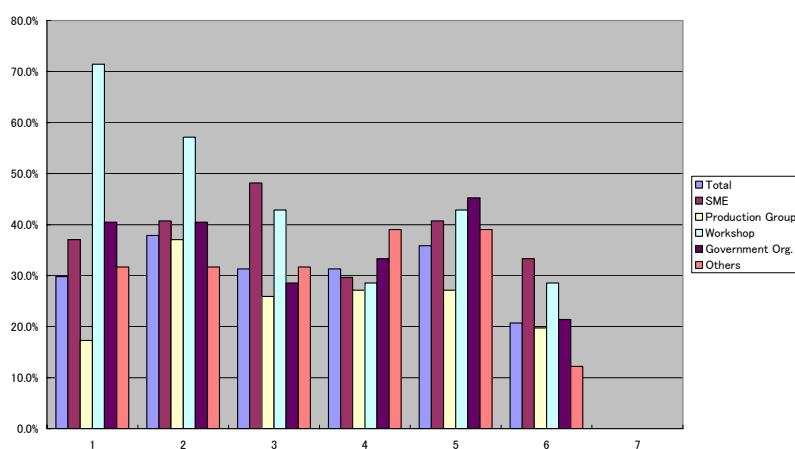
All subjects except merchandizing were widely taken for further study as follows:

Subject	SMEs	Production groups	Workshops
Dying method to meet natural dying and patterns	(1) 55.9%	(1) 39.5%	(2) 57.1%
Acquisition of higher traditional skills and patterns	(2) 44.4%	(3) 27.2%	(1) 71.4%
Method how to collect market information	(2) 44.4%	(2) 28.4%	(2) 57.1%
Weaving method using various materials			(2) 57.1%
Pricing of textile and products			(2) 57.1%

Q-K: What are you able to accomplish by yourself by participating in the project?

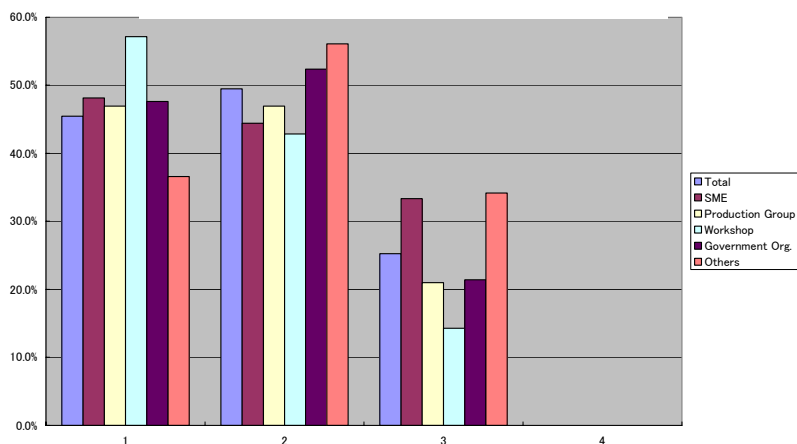
1. Collection of market information
2. Design of new patterns and models
3. Design of new silk products
4. Natural dying with many colors
5. Selection of materials according to the market demand
6. Weaving methods depending on materials and patterns
7. Others ()

SMEs, production groups and workshops showed willingness to deal with the above issues by themselves through the pilot project. SMEs in particular wished to deal with design of new silk products (48.1%), design of new patterns and models (40.7%) and selection of materials according to the market demand (40.7%). The production groups in particular wished to deal with design of new patterns and models (37.0%), natural dying (27.2%) and selection of materials according to the market demand (27.2%). The workshops in particular wished to deal with collection of market information (71.4%), design of new patterns and models (57.1%), design of new silk products (42.9%) and selection of materials according to the market demand (42.9%).



Q-L: How do you want to utilize new capability which you acquired by participating in the project?

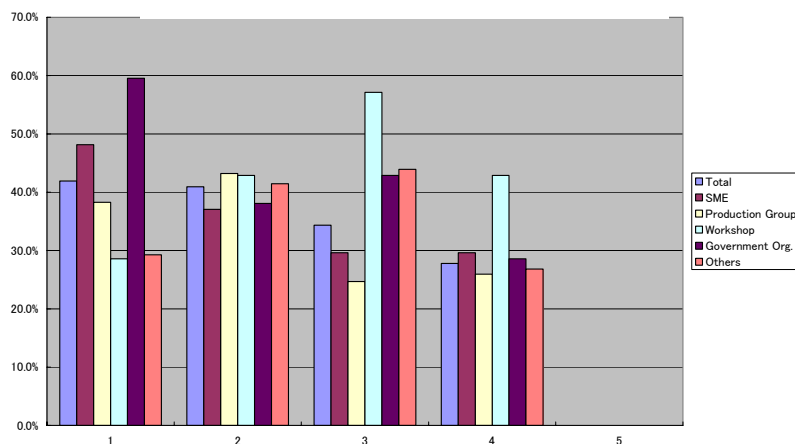
1. Utilize it in production activities by individual, or in group, community or workshop as it is
2. Get employment in manufacturers or establish a new venture so as to spare more time for silk textile
3. Utilize it for connecting producing area/producers with market
4. Others ()



Most replies were to utilize it in "production activities by individual, or in group, community or workshop as it is" (45.9%). Those who replied to the item of "getting employment in manufacturers or establish a new venture so as to spare more time for silk textile" were more than the above (49.5%). All target groups replied these two issues at a high rate. Meanwhile, those who considered "utilizing their capability for connecting producing area/producers with market" were 34.1%, 33.3%, 21.0% and 14.3% by others, SMEs, governmental organizations, production groups and workshops, respectively.

Q-M: What do you expect governmental organizations and private associations which participated in the project in order to continue this project?

1. Strengthen cooperative relationship toward the same goal by the whole organizations and associations concerned
2. Take measures to secure quality yarns at low price and stable supply
3. Provide market information as much as possible and opportunities for market promotion
4. Take supporting measures such as consultation to strengthen competitiveness (stable production and unification of sales promotion) by organizing weavers in wider area
5. Others ()



The replies of “strengthen cooperative relationship toward the same goal by whole organizations and associations concerned” showed the highest rate (41.9%) with 48.1% and 59.5% by SMEs and governmental organizations, respectively. The second highest was “taking supporting measures such as consultation to strengthen competitiveness (stable production and unification of sales promotion) by organizing weavers in wider area” (40.9%), followed by “providing market information as much as possible and opportunities for market promotion” (34.3%). It seems that these correspond to the vision for the cluster development (Silk textile/products can be sold much.). The production groups showed most interest in “taking measures to secure quality yarns at low price and stable supply” (43.2%), whereas the workshops, “providing market information as much as possible and opportunities for market promotion” (57.1%).

As for necessity for “strengthening cooperative relationship toward the same goal by the whole organizations and associations concerned”, 42.9%, 29.6%, 28.6%, 26.8% and 25.9% of the workshops, SMEs, governmental organizations, others and production groups, respectively, showed expectation.

Attachment 1-2 BDS Provider List

BDS provider for pilot project (1/9)

Name of organization: Khon Kaen University
Type of organization, Control organization: Ministry of Education
Address: Khon Kaen 40002
Contact (PIC, TEL, etc.): Ms. Thada Sutthitham, Professor and Dean of Faculty of Architecture, TEL: 04330-2411
No of employees (by type of job):
Established year: 1964
Purpose of establishment and mission: Strengthening of higher education in northeastern Thailand
Type of BDS: Education/vocational training, Joint product development between industry, academies and governments 1. Administrative service <input type="checkbox"/> 2. Education <input checked="" type="checkbox"/> 3. Vocational training <input type="checkbox"/> 4. Financing <input type="checkbox"/> 5. Technical instruction <input type="checkbox"/> 6. Activities for unions/associations <input type="checkbox"/> 7. Consultation <input type="checkbox"/> 8. Distribution/logistics <input type="checkbox"/> 9. material supply <input type="checkbox"/> 10. Supply of infrastructures <input type="checkbox"/> 11. Others <input type="checkbox"/> <input type="checkbox"/> (Product development)
Facility and equipment for BDS: Education facilities of university
Past major activities: The Dean of Faculty of Architecture has actively conducted support activities to preserve traditional Mad Mee technology. He is a member of UNESCO's examining committee for traditional crafts, but this is the first time to involve in the activities for development of silk textile as the university (Faculty of Architecture).
Actual activities for pilot project: About 60 students participated in creating silk designs in cooperation with the Design Department, Faculty of Architecture. The university held a design competition. They made prototype goods based on the excellent design to show them at the exhibition.
Prospects and improvement issues as BDS providers: Investigation is under way whether the following collaboration between Khon Kaen provincial governor and Khon Kaen University is possible: 1) Silk textile producing region (village) makes product development based on the designs that professors and students of the university provide. 2) Implementation of design training courses for public other than students The effectiveness of item 1) above was proved through the experience that one of the JICA hired designers had. Its early realization is expected.

BDS provider for pilot project (2/9)

Name of organization: Khon Kaen Provincial Government Office
Type of organization, Control organization: Ministry of Interior
Address: Amphur Mueng, Khon Kaen 40000
Contact (PIC, TEL, etc.): Mr. Chuan Sirinunporn, Vice Governor, TEL: 04324-3499
No of employees (by type of job):
Established year:
Purpose of establishment and mission: Khon Kaen Provincial Government
Type of BDS: <input checked="" type="checkbox"/> 1. Administrative service 2. Education 3. Vocational training 4. Financing 5. Technical instruction 6. Activities for unions/associations 7. Consultation 8. Distribution/logistics 9. material supply 10. Supply of infrastructures 11. Others ()
Facility and equipment for BDS:
Past major activities: <p>Silk industry is a major traditional industry in Khon Kaen province. The province specified the industry as a priority industry to be developed in the social and economic development strategy.</p> <p>The province has a background that it had actively involved in selling silk products including uniforms for public employee and event goods aiming at developing silk industry by exploring consumers outside of the province.</p> <p>It has also promoted silk industry development by rearrangement of local goods shops (silk road) and use of OTOP activities.</p>
Actual activities for pilot project: <p>The provincial government office organized a steering committee and a working group. And it provides various supporting measures to promote the pilot project activities, including making awareness of the project, building up of collaboration between concerned organizations, intensive project implementation at the designated region (including budget allocation).</p>
Prospects and improvement issues as BDS providers: <p>The provincial government office has built up an implementation body such as a committee to implement the whole 12 action plans of the master plan including the pilot project. By holding monthly regular meetings, they are making activities aiming at efficient collaboration between concerned organizations as well as effective cluster development.</p>

BDS provider for pilot project (3/9)

Name of organization: Provincial Industrial Office, Khon Kaen (PIO)
Type of organization, Control organization: Khon Kaen Provincial Government and Ministry of Industry
Contact (PIC, TEL, etc.): Tambon Nai Mueng, Amphur Mueng, Khon Kaen 40000
Contact (PIC, TEL, etc.): Mr. Sithiweth Chaiwongsa, Engineer, TEL:04333-3115, FAX:04324-1810
No of employees (by type of job): 26 including temporally staffs
Established year: 1962
Purpose of establishment and mission: Registration of factory, machinery and product base, and information supply
Type of BDS: <input type="checkbox"/> 1. Administrative service <input type="checkbox"/> 2. Education <input type="checkbox"/> 3. Vocational training <input type="checkbox"/> 4. Financing <input checked="" type="checkbox"/> 5. Technical instruction <input type="checkbox"/> 6. Activities for unions/associations <input checked="" type="checkbox"/> 7. Consultation <input type="checkbox"/> 8. Distribution/logistics <input type="checkbox"/> 9. material supply <input type="checkbox"/> 10. Supply of infrastructures <input type="checkbox"/> 11. Others ()
Facility and equipment for BDS:
Past major activities: PIO has provided enterprises in Khon Kaen with services mentioned in "Purpose of establishment and mission" above. Concerning the service to silk industry, it has an experience to hold a seminar about the operation and maintenance of weaving machine.
Actual activities for pilot project: There are no activities directly connected with the pilot project. It is under investigation how to involve in the cluster development as an organization.
Prospects and improvement issues as BDS providers: The provincial governor requested to propose concrete activity plan; however, it did not provide concrete proposal and services. It is necessary to investigate what can be done with the present staffs and services.

BDS provider for pilot project (4/9)

Name of organization: Provincial Commerce Office, Khon Kaen (PCO)
Type of organization, Control organization: Khon Kaen Provincial Government and Ministry of Commerce
Address: Amphur Mueng, Khon Kaen 40000
Contact (PIC, TEL, etc.): Mr. Warchara Rattanawilai, Director Tel: 043-322347, Fax:043-244075
No of employees (by type of job): 13 including temporally staffs
Established year: 1940
Purpose of establishment and mission: Commercial registration, holding commercial transactions and business meetings, holding business seminars and training courses, product development such as OTOP and information supply, one-stop-service for exportation
Type of BDS: 1. Administrative service 2. Education 3. Vocational training 4. Financing 5. Technical instruction 6. Activities for unions/associations 7. Consultation 8. Distribution/logistics 9. material supply 10. Supply of infrastructures 11. Others ()
Facility and equipment for BDS: Supply of industrial information in Khon Kaen region (Issue of directories and building up of web-site)
Past major activities: PCO has provided enterprises in Khon Kaen with services mentioned in "Purpose of establishment and mission" above. Concerning the service to silk industry, it supports OTOP activities and supplies information.
Actual activities for pilot project: It provides indirect assistance by delivery of information in web-site. Meanwhile, it investigated to link PR activities of Khon Kaen silk brand which Khon Kaen province designates with PCO's web-site, and it also investigated to link to Sala mai Thai's web-site which was under preparation.
Prospects and improvement issues as BDS providers: PCO is expected to link PCO's web-site and Sala Mai Thai's web-site, and dispatch information on Chonnabot silk (especially new products) and promote exchange with buyers. Meanwhile, the Ministry of Commerce has Export Promotion Center, Khon Kaen other than PCO in the region. The center's main services include planning of export policy and recommendation, supply of trade-related information, establishment of liaison with various media, implementation of trade-related training, library service, issue of export information magazines, issue of directory of Thai exporters, holding exhibitions in the country and overseas countries, and dispatching trade missions, assistance in making brand, one-stop-service, and assisting importers in getting convenience. Since PCO actively involves in OTOP activities, it is expected to take part in the silk textile cluster positively.

BDS provider for pilot project (5/9)

Name of organization: Department of Community Development, Khon Kaen Provincial Government; Community Development, Amphur Chonnabot Office
Type of organization, Control organization: Khon Kaen Government Office and Ministry of Interior
Address: Amphur Mueng, Khon Kaen 40000 (& Amphur Chonnabot, Khon Kaen 40180)
Contact (PIC, TEL, etc.): Mr. Punnarat Thanurat, Director (& Ms Ancharee Janthasi, Chonnabot Staff), TEL: 04328-6225
No of employees (by type of job): 147 (Amphur Chonnabot: 5)
Established year: 1962
Purpose of establishment and mission: For achieving well-being and happiness of local inhabitants and community, it assists in strengthening organizational power (participation of inhabitants, enhancement of vitality of inhabitants, improvement of living standards, creation of job opportunities and education)
Type of BDS: <input type="checkbox"/> 1. Administrative service <input type="checkbox"/> 2. Education <input type="checkbox"/> 3. Vocational training <input type="checkbox"/> 4. Financing <input type="checkbox"/> 5. Technical instruction <input type="checkbox"/> 6. Activities for unions/associations <input type="checkbox"/> 7. Consultation <input type="checkbox"/> 8. Distribution/logistics <input type="checkbox"/> 9. material supply <input type="checkbox"/> 10. Supply of infrastructures <input type="checkbox"/> 11. Others ()
Facility and equipment for BDS:
Past major activities: <p>The Department of Community Development has provided inhabitants in Khon Kaen with services mentioned in "Purpose of establishment and mission" above. In silk industry for aiming at securing farmer's income besides agriculture, it instructed weaving of silk textile, activated production activities by formation of organization, provided micro-financing and assisted in participating in OTOP activities. It also becomes a member of OTOP examination committee and made instruction concerning OTOP activities.</p>
Actual activities for pilot project: <p>The Department of Community Development participated in various liaison meetings, seminars and training as well as actively assisted many events and activities such as promotion of participation of weavers, holding the exhibition, etc.</p> <p>The Department of Community Development has a liaison office in Amphur Chonnabot (Amphur Chonnabot, Khon Kaen 40180, Ms Ancharre Janthasi). The staffs are 5 persons. It provides Village Fund and Housewife Fund, trains community representatives about community management, and instructs marketing and production skills of Mad Mee as well as management of Production Group. Besides, it also instructs basic skills for producing OTOP goods, market survey and production/quality control.</p>
Prospects and improvement issues as BDS providers: The Department of Community Development has become a secretariat of the steering committee (Silk industry cluster development in Khon Kaen) in replacement of IPC5 since May 2005. The department is expected to continue the existing activities and extend them.

BDS provider for pilot project (6/9)

Name of organization: Tourism Authority of Thailand, North Eastern Office
Type of organization, Control organization: Tourism Authority of Thailand
Address: 15/5 Prachasamosom Rd., Amphur Mueng, Khon Kaen 40000
Contact (PIC, TEL, etc.): Mr. Nuan Sarnsorn,, Director TEL : 04324-4496, Fax:04324-4497
No of employees (by type of job): 10
Established year: 1963
Purpose of establishment and mission: Tourism information center in northeastern region
Type of BDS: <input checked="" type="checkbox"/> 1. Administrative service 2. Education 3. Vocational training 4. Financing 5. Technical instruction 6. Activities for unions/associations 7. Consultation 8. Distribution/logistics 9. material supply 10. Supply of infrastructures 11. Others ()
Facility and equipment for BDS:
Past major activities: As a northeastern branch of the Tourism Authority of Thailand, it provides tourism information in the region and supports events in collaboration with tourism organizations.
Actual activities for pilot project: It introduced Chonnabot and Sala Mai Thai (pilot project site) to tour conductors and tourists. It also assisted in making PR of the exhibition.
Prospects and improvement issues as BDS providers: Visitors of tourist to Sala Mai Thai increased by the support of the authority. It is expected that such support will be continued.

BDS provider for pilot project (7/9)

Name of organization: Khon Kaen Agricultural Occupation Development and Promotion Center
Type of organization, Control organization: Khon Kaen Provincial Government and Ministry of Agriculture and Agricultural Cooperative
Address: 45 ,Amphur Mueng, Khon Kaen 40001
Contact (PIC, TEL, etc.): Ms. Chanthana Thepbanhan, Director, TEL 04325-5036
No of employees (by type of job): 6
Established year:
Purpose of establishment and mission: Distribution of mulberry and silkworm eggs and instruction of silkworm raising
Type of BDS: Administration of industrial estate <input checked="" type="checkbox"/> 1. Administrative service 2. Education 3. Vocational training 4. Financing <input checked="" type="checkbox"/> 5. Technical instruction 6. Activities for unions/associations 7. Consultation 8. Distribution/logistics 9. material supply 10. Supply of infrastructures 11. Others ()
Facility and equipment for BDS: Incubator of silkworm, mulberry farm
Past major activities: Instruction of silkworm raising and holding seminars (4-5 times a year) in the region
Actual activities for pilot project: It participated in the cluster development committee according to the request of the provincial government office. It had no direct relationship with the pilot project during the implementation period of the project. It instructed how to produce quality silk yarn by instructing and holding seminar mentioned above to 40 participants in Chonnabot.
Prospects and improvement issues as BDS providers: It is expected to expand the activities, since supply of quality silk yarn at stable price is needed.

BDS provider for pilot project (8/9)

Name of organization: Industrial Promotion Center 5
Type of organization, Control organization: Department of Industrial Promotion/Ministry of Industry
Address: 85 Mittoporb Rd., Somron Muang, Khon kaen 40000
Contact (PIC, TEL, etc.): Mr. Virat Rattanakhom, Industrial Promotion Officer 6 Secretary Tel: 04337-9301 Fax: 04337-8032
No of employees (by type of job): 78 including temporally staffs
Established year: 1985
<p>Purpose of establishment and mission:</p> <p>IPC5 conducts the following within the covering area:</p> <ol style="list-style-type: none"> 1) Implement various programs for Consultancy Fund, Training Fund, NEC service, ITB service, etc. which DIP controls 2) Incubation (in-house facility), Support for local industry 3) Support for cottage industry, Promotion of local products and handcraft, etc. (having in-house facility) 4) Financing service 5) Package design service 6) Support for Royal Family Project 7) Support for OTOP activities 8) Supply of industrial information 9) Holding seminars etc. related to above
<p>Type of BDS:</p> <p>1. Administrative service 2. Education 3. Vocational training 4. Financing 5. Technical instruction</p> <p>6. Activities for unions/associations 7. Consultation 8. Distribution/logistics 9. material supply 10. Supply of infrastructures 11. Others ()</p>
Facility and equipment for BDS: Information center, Local products exhibition center, SME incubation center
Past major activities: Implementation of programs and activities mentioned in "Purpose of establishment and mission" above
<p>Actual activities for pilot project:</p> <p>As a core organization to implement the pilot project, IPC5 dealt with implementation preparation and management of seminars and exhibition. Besides, it acted as a secretariat of steering committee and working group meetings.</p>
<p>Prospects and improvement issues as BDS providers:</p> <p>It is expected that IPC5 investigates its responsibility concerning what actual service IPC5 should provide, how to secure required budget and staffs, etc. Besides, it is also expected that IPC5 keeps close communication with concerned organizations and builds up collaboration as soon as possible.</p>

BDS provider for pilot project (9/9)

Name of organization: Sala Mai Thai (Thai Silk Exhibition Hall) & Khon Kaen Industrial and Community Education College
Type of organization, Control organization: Ministry of Education
Address: 172 Jangsanit Rd., Amphur Chonnabot, Khon Kaen 40180
Contact (PIC, TEL, etc.): Mr. Sitthisak Champati, Director of Sala Mai Thai and Director of Khon Kaen Industrial and Community Education College Tel: 043-286160, Fax: 043-286031
No of employees (by type of job): Sala Mai Thai (Board member), sales persons: 2, College employees: 131
Established year: 1993 (Sala Mai Thai, Khon Kaen Industrial and Community Education College)
<p>Purpose of establishment and mission:</p> <p>Sala Mai Thai (Thai Silk Exhibition Hall) was constructed as one of the Royal projects within the campus of Khon Kaen Industrial and Community Education College. It aims at training of skills to provide job opportunities for local farmers. Especially, it aims at promoting activities such as making instruction and research about weaving methods based on northeastern Thai tradition, exhibiting individual patterns and designs of traditional Mad Mee Thai silk, and selling the silk textiles that have been produced by the training.</p> <p>Khon Kaen Area Vocational Center built in February 1981 was raised to Khon Kaen Industrial and Community Education College in September 1993. The college keeps the common objective of education and training for local inhabitants from the former center.</p>
<p>Type of BDS:</p> <p>1. Administrative service <input type="checkbox"/> 2. Education <input checked="" type="checkbox"/> 3. Vocational training <input checked="" type="checkbox"/> 4. Financing <input type="checkbox"/> 5. Technical instruction <input type="checkbox"/> 6. Activities for unions/associations <input type="checkbox"/> 7. Consultation <input type="checkbox"/> 8. Distribution/logistics <input type="checkbox"/> 9. material supply <input type="checkbox"/> 10. Supply of infrastructures <input type="checkbox"/> 11. Others <input checked="" type="checkbox"/></p> <p>(Royal Family's project: implementation of local inhabitants/Thai local products support)</p>
Facility and equipment for BDS: Training facility, Silk exhibition/sales hall
<p>Prospects and improvement issues as BDS providers from now on:</p> <p><u>Sala Mai Thai</u></p> <p>Sala Mai Thai is not an individual corporate body. Sala Mai Thai consists of a director (Director of the college), board members (instructors of the college) and two personnel for shop operation. In Sala Mai Thai, silk textiles which producers in the region weaved were exhibited and sold. For the first 3 years from the inauguration, the college instructors held weaving training courses using donation from the Royal Family or budget of the province. Recently, an ambassadress of USA gave donation to preserve traditional Mad Mee patterns with Khon Kaen University.</p> <p>Reference: The college consists of high school and college. There are 92 instructors including part time instructors. Number of students is 1,632 and 524 for high school and college, respectively. There are 8 departments in college in the fields of production technology, automotive technology, electric engineering, electronics engineering, accounting, business computer, computer technology and traditional weaving technology. In addition, there are short-term lessons for ordinary persons.</p> <p><u>Master Artisans</u></p> <p>Master Artisans took part in producing and/or instructing production of traditional Mud Mee textiles that were displayed as an exhibited product or used in teaching materials. Besides, they became instructors for weaving courses that the Department of</p>

Community Development etc. held, and served as an examiner for OTOP activities. Normally they operate workshops and/or are individual weavers.

It is said that there are about 10 leading Master Artisans in the cluster, including Mr. Chin Srisamboon (management of Chin Thai Silk), Mr. Songkram Ngamyang (an individual), Mr. Thongsuk Junthawong (an individual) and Mr. Surasak Thada (high school teacher).

Actual activities for pilot project:

Sala Mai Thai

Sala Mai Thai involved in all activities as a core BDS provider of the pilot project, including fostering product development coordinators, prototype production, and holding and administrating the exhibition, because it got trust from beneficiaries and could get cooperation from college instructors easily.

Many board members (college instructors) participated in the steering committee and working group as a core member. They held natural dying courses with production of prototype of natural dying, and built up the data base of weavers. The results were satisfactorily.

These achievements led to acquiring a provincial budget (one million baht) for continuation of the pilot project.

Master Artisans

Master artisans involved in prototype production mainly for preservation of traditional values in the pilot project. A competition was held for their products and excellent producers and products were announced and exhibited at Sala Mai Thai.

Prospects and improvement issues as BDS providers:

The implementation of the pilot project contributed to increase of visitors to Sala Mai Thai and its awareness. In order to continue and extend the pilot project, it is an urgent issue for Sala Mai Thai to improve the existing organization, personnel matters and financial strength. In addition, it is important for Sala Mai Thai to be acquainted of the business sense.

On the other hand, more involvement of Master Artisan should be requested to keep and transmit traditional skills.

Attachment 1-3 Members of Counterpart and Task Force

Sala Mai Thai and Khon Kaen Industrial and Community Education College (KKICEC)

- 1) Mr. Sitthisak Champati, Director of Sala Mai Thai and Director of Khon Kaen Industrial and Community Education College (KKICEC)
- 2) Mr. Surak Sutthiprapa, Assistant Director (Planning), KKICEC
- 3) Mr. Thaval Intasaeng; Assistant Director (Instruction), KKICEC
- 4) Mr. Pongsathorn Jirawutthinum, Assistant Director (Student), KKICEC
- 5) Mr. Prasong Chorum, Assistant Director (General Affair), KKICEC
- 6) Mr. Jaroon Mankong, Project Manager (Teacher of KKICEC)
- 7) Ms. Mingkwan Wannasri, Project Vice-Manager (Teacher of KKICEC)
- 8) Ms. Siriwan Srisu Thim, Designer, Teacher of KKICEC
- 9) Mr. Payong Homnet, Designer, Teacher of KKICEC
- 10) Ms. Aree Mundamat, Designer, Teacher of KKICEC

JICA employed Product Development Coordinator

- 1) Mr. Somroay Yenchauy (Product development and prototypes on the traditional value) from the museum keeper at Khon Kaen University
- 2) Ms. Wisanu Anekvisng, (Product development and prototype based on the market needs) from Sala Mai Thai
- 3) Mr. Wijit Srisarakarm, (Product development and prototype based on the newly use) from Sala Mai Thai

JICA employed Designer (for Product development and prototype based on the market needs)

- 1) Ms. Sasiwan Dumrongsiri, Director and Design Section Manager of Chabatik at Mingmuang Co., Ltd.
- 2) Ms. Warin Juntasri, Lecturer, Faculty of Architecture, Khon Kaen University
- 3) Ms. Ploenchan Phornsurat, Managing Director and Designer of Beyond Living Co.,Ltd
- 4) Mr. Yoshiyuki Yamane, Managing Director and Designer of Oriental Idea

Others: Designer

- 1) Mr. Wisut Kankran, Packaging Designer, Industrial Promotion Center 5, DIP, MOI
- 2) University Students, Faculty of Architecture, Khon Kaen University

Professional Advisory Persons

- 1) Ms. Thada Sutthitham, Professor and Dean of Faculty of Architecture, Khon Kaen University
- 2) Mr. Montree Boonsenor, Professor of Faculty of Technology, Dept. of Geo-technology, Khon Kaen University
- 3) Ms. Tidarat Tiyajamorn, Manager of Silk Net
- 4) Mr. Surasak Thada, Lecture of Nongmuanglubka School, Munchakiri, Khon Kaen

JICA employed Secretary

- 1) Ms. Chameiporn Phaenbut, Secretary

IPC5, DIP/MOI

- 1) Mr. Veranant Neeladanuvongs, Director of Industrial Promotion Center 5, DIP, MOI
 - 2) Mr. Virat Rattanakham, Industrial Promotion Officer 6 Secretary, Industrial Promotion Center 5, DIP, MOI
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Attachment 1-4 Assignment of Steering Committee

Steering Committee

Khon Kaen ukase 2 / 83 / 2547

Subject: The assignment of steering committee for Khon Kaen Silk Cluster Development

According to Khon Kaen province is cooperating with department of industry promotion (DIP) and Japan international cooperation agency (JICA) to run the project “The study on development of consulting services to promote SME cluster and regional development in kingdom of Thailand “or “CSCD”, therefore a pilot project has been assigned in Khon Kaen province named “the developing of Khon Kaen silk cluster”. This project is concentrated on the group forming within the industry, which is important to build up the competitiveness of the country and to level up the economic growth in the region and to concord with the important policy of the government.

For the effectiveness and the success of the management of the developing silk cluster in Khon Kaen province in order to concord with the objective and the target, the steering committee to develop silk cluster in Khon Kaen province has been assigned as the following members.

Khon Kaen provincial governor as President of steering committee
 Vice provincial governor of Khon Kaen province as Vice President of steering committee
 Warden of Khon Kaen provincial information office 1 as a steering committee member
 Khon Kaen province development as a steering committee member
 Khon Kaen province agricultural office as a steering committee member
 Khon Kaen province commercial office as a steering committee member
 Warden or the representative of Khon Kaen university as a steering committee member
 Assistance warden of Ratchamongkol technology Institute (Khon Kaen) as a steering committee member
 Khon Kaen provincial industry office as a steering committee member
 Warden of Khon Kaen province agricultural occupation development and promotion center as a steering committee member
 Rin Mai Thai shop’s manager (Khon Kaen) as a steering committee member
 Suepsan shop’s manager (Khon Kaen) as a steering committee member
 Warden of industrial promotion center 5 as a steering committee member and secretary
 Warden of Khon Kaen technical college as a steering committee member and assistance to secretary

The steering committee has the responsible of

Setting up policy of developing silk cluster in Khon Kaen province.

Management and controlling the working group to follow the policy.

Assigning working group member of the silk cluster development to do suitable work.

As from now on.

Ordinate at 18 August 2547
 Mr. Jate Thanawat
 Khon Kaen provincial governor

Attachment 1-5 Assignment of Working Group

Working Group

Khon Kaen ukase 2 / 84 / 2547

Subject: The assignment of working group for Khon Kaen Silk Cluster Development

According to Khon Kaen province is cooperating with department of industry promotion (DIP) and Japan international cooperation agency (JICA) to run the project “The study on development of consulting services to promote SME cluster and regional development in kingdom of Thailand “or “CSCD”, therefore a pilot project has been assigned in Khon Kaen province named “the developing of Khon Kaen silk cluster”. This project is concentrated on the group forming within the industry, which is important to build up the competitiveness of the country and to level up the economic growth in the region and to concord with the important policy of the government.

For the effectiveness and the success of the management of the developing silk cluster in Khon Kaen province in order to concord with the objective and the target, the working group to develop silk cluster in Khon Kaen province has been assigned as the following members.

Chonnabot sheriff as President of working group

Chonnabot district development as working group member

Assistance to warden of Khon Kaen technical college as working group member

Mrs. Mingkhwan Wansri, teacher 1 level 5, Khon Kaen technical college as a working group member

Mrs. Ari Muldamat, teacher 1 level 5, Khon Kaen technical college as a working group member

Mr. Phayong Homnate, teacher 1 level 5, Khon Kaen technical college as a working group member

Sala Mai Thai’s manager, Khon Kaen technical college as a working group member

Mr. Visut Kaankhaa, product designer 5, Khon Kaen province industrial promotion center as a working group member

Mr. Dusit Phojan, Textile weaver, Khon Kaen province industrial promotion center as a working group member

Mr. Suramontri Srisomboon, Shin Mai Thai’s manager (Chonnabot, Khon Kaen) as a working group member

Mrs. Suphanee Phooleankee, president of Mud Mee silk weaving group at Baan Hua Faai (Chonnabot, Khon Kaen) as a working group member

Mr. Virat Rattanakhom, industrial promotion officer 6 secretary, Khon Kaen province industrial promotion center 5 as a working group member

Mr. Jaroon Mankhong, teacher 1 level 5, Assistance to secretary Khon Kaen technical college

The working group has the responsible of

Work on the project “Khon Kaen silk cluster development “along to the master plan and the action plan.

Consulting service in technique and management for develop silk cluster in Khon Kaen province.

Cooperate with the linkage organization for the smoothness of working on developing silk cluster in Khon Kaen province.

Follow and educate the development of silk cluster in Khon Kaen province.

Report the work result to the steering committee periodically for the development of silk cluster in Khon Kaen province.

Other work as has been assigned.

As from now on.

Ordinate at 18 August 2547

Mr. Jate Thanawat

Khon Kaen provincial governor

Attachment 1-6 List of the name of interviewed persons and organizations

- 1) Mr. Varanant Neeladanuvong, Director and Virat Rattanakham, Industrial Promotion Center 5
 - 2) Mr. Sithisak Chumpati, Director, Sala Mai Thai and Khon Kaen Industrial and Community Education College
 - 3) Mr. Jaroon Mankong, Ms. Mingkhwan Wannasri, Ms. Aree Mundamat, and Ms. Siriwan Srisu Thim, Teacher (also Board member of Sala Mai Thai) Khon Kaen Industrial and Community Education College
 - 4) Mr. Chuan Sirinunporn, Vice Governor, Provincial Government Office
 - 5) Mr. Sithiweth Chaiwongsa, Technical Expert, Provincial Industrial Office
 - 6) Mr. Punnarat Thanvrat, Director, Department of Community Development, Khon Kaen Provincial Government Office
 - 7) Mr. Nuan Sarnsorn, Director, Tourism Authority, Khon Kaen office
 - 8) Ms. Jirapan, Project Officer, Community Development in Amphure Chonnabot, Khon Kaen Province
 - 9) Ms. Chanthana Thepbanhan, Director, Khon Kaen Agricultural Occupation Development Promotion Center (Sericulture)
 - 10) Ms. Thada Sutthitham, Dean, Faculty of Architecture, Khon Kaen University
 - 11) Ms. Wisanu Anekvisng, Product Development Coordinator (employed by JICA, Pilot Project)
 - 12) SME: Silk Avenue Co., Ltd.(Managing Director and Executive Director)
 - 13) Production Group (Representative): 5 Groups
 - 14) Workshop (Master Artisan): 3 shops
-

Attachment 1-7 Performance Table

Question of performance	Evaluation Questions		Criteria & Method for Judgment	Required Data	Information Source	Data Collection
	Question	Sub-question				
Verification of performance	01	Was the Input conducted as planned?	Comparison between planned and actual values	Planned and actual values	PP report and records	Review of PP report and records
	02	Was the Output produced as planned?	Comparison between planned and actual performances	Planned and actual performances	PP report and records	Review of PP report and records
	03	Will the Project Purpose of "Production of newly-designed silk textile products is boosted" be achieved?	The confirmation whether or not the project is continued for the Project Purpose	<ul style="list-style-type: none"> Planned and prospected value Interview survey results Questionnaire survey results 	<ul style="list-style-type: none"> Exhibition Sala, IPC, CD Target group Participants in the 2nd Seminar 	<ul style="list-style-type: none"> Questionnaire survey at Exhibition Interview survey Questionnaire survey at 2nd Seminar
	04	Will Overall Goal of "Newly designed silk products are daily developed and produced in Khon Kaen and sold" be achieved?	The confirmation whether or not the achievement of Overall Goal is expected	<ul style="list-style-type: none"> Planned and prospected value Interview survey results Questionnaire survey results 	Sala Mai Thai, IPC, CD, Vice Governor, Khon Kaen Univ., Target group Participants in the 2 nd seminar	<ul style="list-style-type: none"> Interview survey Questionnaire survey
Verification of implementation process	05	Were the Activities implemented as planned?	Comparison between Before with After	Plan and performance	PP report and records	Review of PP report and records
	06	Were there any problems in the method for technology transfer?	Analysis of results of the interview survey	Interview survey results	Sala Mai Thai /Coordinator, IPC, BDS	Interview survey
	07	Were there any problems in the project management system?	Analysis by the JICA mission members	Opinions by major organizations	JICA experts	Interview survey
	08	Does the project have a high recognition in the implementing agency and the counterpart?	Analysis of results of the questionnaire survey	Opinions by major organizations concerned	Exhibition	Questionnaire survey at Exhibition
	09	Was a suitable counterpart assigned?	Analysis of results of the interview survey	Opinions by major organizations concerned	IPC5, CD, JICA expert	Interview survey
	10	Is the degree of participation of the target group and related organizations in the project high?	Analysis of results of the questionnaire survey	Opinions by major organizations concerned	Exhibition	Questionnaire survey at Exhibition

	11 What factors influenced the problems occurring in the project implementation process and the produced effect?	Analysis by the JICA mission members	PCM, Organizations concerned, Development strategy, Budget, etc.	Records of Pilot Project JICA expert	<ul style="list-style-type: none"> • Review of records of Pilot Project • Experience of JICA expert • Interview survey
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Important assumptions and preconditions

Question	Evaluation Questions			
	Criteria & Method for Judgment	Required Data	Information Source	Data Collection
Important Assumptions	12 Were silk yarns with suitable quantity, quality, and price sufficiently secured?	Analysis of results of the interview survey	Results of interview survey	Sala Mai Thai, IPC5, Governor, Target groups, BDS Providers Interview survey
	13 Did new design meet the market needs?	Analysis of results of the questionnaire survey	Results of questionnaire survey	Exhibition Questionnaire survey at Exhibition
	14 Did the number of manufacturers not decrease?			
	15 Was the working group set up?	Analysis of PP report and records	Record on organization	PP report and records Review of PP report and records
Preconditions	16 Was there participation of sufficient number of people to implement the pilot project?	Analysis of PP report and records	Number of participants (Before and After)	PP report and records Review of PP report and records

Attachment 1-8 Evaluation Grid by Five Evaluation Criteria

Relevance

Question	Evaluation Questions		Criteria & Method for Judgment	Required Data	Information Source	Data Collection
	Question	Sub-question				
<Necessity>						
17	Was the project in line with the needs of the target region and society?		Analysis of the results of questionnaire survey	Results of questionnaire survey	Participants in the 2 nd seminar	Questionnaire survey
18	Was the project in line with the needs of the target group?		Analysis of the results of questionnaire survey	Results of questionnaire survey	Participants in the 2 nd seminar	Questionnaire survey
19	Is the project consistent with the cluster development policy of Thailand?	Is the effect that the project aiming for in line with the national policy for cluster development of Thailand?	Policy and strategies, and analysis of them	National policy on cluster development	DIP and cluster development policy Provincial social & economic development strategies Report on cluster diagnosis	<ul style="list-style-type: none"> Interview Review of documents Review of report on cluster diagnosis
20	Is the project consistent with the aid policy of Japan?	Is the project consistent with the aid policy of Japan?	Confirmation of related description	Major issues of ODA	HP (Aid Policy)	Review of HP of MOFA, Japan
21	Is the project consistent with the aid policy of Japan?	Is the project consistent with the implementation plan of JICA?	Confirmation of related description	Implementation plan	JICA	Review of documents
<Suitability as a means>						
21	Was the selection of the target group appropriate?	Is the selection of industrial sub-sector and site of the target group appropriate?	Whether the selection criteria is suitable or not?	Selection criteria	Repos and documents Sala, IPC5, CD	<ul style="list-style-type: none"> Review of reports documents Interview survey
22	Equity	Is the size of the target group adequate?	Comparison with cluster definition	Degree of accumulation	Report on cluster diagnosis, Map	Review of Report in cluster diagnosis
23	Did Japan have an advantage in technology?	Were there any ripple effects beyond the target group? Were the benefits of the effect and the burden of the costs fairly distributed? Is the know-how of the product development accumulated by Japan?	Analysis of Report on PP, result of interview, and result of questionnaire survey Analysis of the results of the questionnaire survey at the exhibition and interview survey	Information on ripple effects Japanese experience on specified technology and cluster activities	Report on PP CD, University, College, BDS providers, Participants in the 2 nd seminar Result of the questionnaire survey at the exhibition JICA expert	<ul style="list-style-type: none"> Review of report on PP Interview survey Questionnaire survey Review of the result of the questionnaire survey at Exhibition Interview survey

Effectiveness

Evaluation Questions		Criteria & Method for Judgment	Required Data	Information Source	Data Collection
Question	Sub-question				
<Achievement of Outputs> 24 Were outputs achieved? 1) Coordinators for product development are trained 2) Newly designed products based on Mud Mee are developed 3) Exhibitions are held for newly designed products <Achievement of Project Purpose> 25 Will Project purpose: "Production of newly-designed silk textile products is boosted" be achieved? <Causal relationships>		Comparison between Plan (Outputs of PDM) and actual performance	Plan (Outputs of PDM) and actual performance	PP report and records	Review of PP report and records
		Probability	Results of questionnaire and interview surveys	<ul style="list-style-type: none"> Exhibition 2nd seminar JICA expert 	<ul style="list-style-type: none"> Questionnaire survey at Exhibition Questionnaire survey in the 2nd Seminar Interview survey
	26 (Output 1) Coordinators for product development are trained.	Analysis of Report on PP and records, and the results of questionnaire and interview surveys	Information on achievement of coordinators	<ul style="list-style-type: none"> Report on PP and records Sala Mai Thai, IPC, JICA expert Exhibition 2nd seminar 	<ul style="list-style-type: none"> Review of report on PP and records Interview survey Questionnaire survey Discussion
27 (Output 2) Newly designed products based on Mud Mee are developed.	Analysis of Report on PP and records, and the results of questionnaire and interview surveys	Information on newly designed products based on Mud Mee	<ul style="list-style-type: none"> Report on PP and records Sala Mai Thai, IPC, JICA expert Exhibition 2nd seminar 	<ul style="list-style-type: none"> Review of report on PP and records Interview survey Questionnaire survey Discussion 	
28 (Output 3) Exhibitions are held for newly designed products.	Analysis of Report on PP and records, and the results of questionnaire and interview surveys	Information on newly designed products	<ul style="list-style-type: none"> Report on PP and records Sala Mai Thai, IPC, JICA expert Exhibition 2nd seminar 	<ul style="list-style-type: none"> Review of report on PP and records Interview survey Questionnaire survey Discussion 	
29 Are there any factors that contribute to the achievement of the Project Purpose: for example, assistance from other donors or institutions?	Analysis of results of questionnaire and interview surveys	Replies of questions, opinions of concerned people	<ul style="list-style-type: none"> Sala Mai Thai, IPC, JICA expert Exhibition 2nd seminar 	<ul style="list-style-type: none"> Interview survey Questionnaire survey Discussion 	
30 Are the important assumptions from the output to the project purposed correct also at the present point of time? Was there any influence from the important assumptions?	Analysis of Report on PP and records, and the results of surveys	Information on effects by important assumptions, opinions of concerned people	<ul style="list-style-type: none"> Report on PP JICA expert 	<ul style="list-style-type: none"> Review of report on PP Interview survey 	
31 What are the inhibiting and promoting factors for the achievement of the project purpose?	Analysis of Report on PP and records, and the	Information on inhibiting/promoting	<ul style="list-style-type: none"> Report on PP JICA expert 	<ul style="list-style-type: none"> Review of report on PP Interview survey 	

	results of surveys	factors, opinions of concerned people	
Efficiency			
Evaluation Questions		Required Data	Information Source
Question	Criteria & Method for Judgment		
<Production of output, and Causal relationships>			
32	Is the output production adequate? And Were the activities sufficient to produce the output?	PP records Views by JICA experts	Report on PP and records JICA expert
33	Are the important assumptions from the activities to the output correct also at the present point of the time? Was there any influence from the important assumptions?	PP records Views by JICA experts	Report on PP and records JICA expert
34	Are there factors that inhibited efficiency	PP records	Records
<Timing>			
Seen from the achieved output, were the quality, quantity, and timing of the input appropriate?	35	Were the number of experts dispatched, their fields of expertise and the timing of the dispatch appropriate?	PP records Opinions by concerned people
	36	Were the number of coordinators, their fields of expertise and the timing of the hiring appropriate?	PP records Views by JICA experts
	37	Were the number of designers, their fields of expertise and the timing of the hiring appropriate?	PP records Views by JICA experts
	38	Were the number of secretary, and interpreter, their fields of expertise, capability, and the timing of the hiring appropriate?	PP records Views by JICA experts
40	Were the activities implemented at the right time?	39	Were the number of C/P personnel, the assignment and the capability appropriate
		40	Were the activities implemented at the right time?
<Cost>			
41	Was the pilot project budget an appropriate size?	PP accounting record	Documents
			Review of documents

Impact

Evaluation Questions		Criteria & Method for Judgment	Required Data	Information Source	Data Collection	
Question	Sub-question					
<Prospects for the achievement of the overall goal>						
42	Looking at the input and output performance and at the activity status, are there prospects that the overall goal will be produced as an effect of the project?	Analysis of the report on PP, results of questionnaire surveys, and interview survey	Replies of questions Views for prospects	Report on PP Exhibition Sala Mai Thai, IPC, CD, JICA expert 2 nd seminar Concerned people	<ul style="list-style-type: none"> Review of report on PP Interview survey Questionnaire survey (Seminar, Exhibition) Interview survey	
43	Are there factors that inhibited the achievement of the overall goal?	Analysis by JICA mission	Views for prospects			
< Causal relationship >						
44	Are the overall goals and the purpose of the project consistent?	Analysis of the discussion in the 2 nd seminar	Opinions by concerned people	Participants	<ul style="list-style-type: none"> Discussion in the 2nd seminar Questionnaire survey 	
45	Are the important assumptions from the project objective to the overall goal correct also at the present point of time? Is the possibility high that the important assumptions are true?	Estimation by JICA mission members and staffs of related organizations	Replies of questions Views for prospects	Sala Mai Thai, IPC, Vice Governor JICA expert 2 nd seminar	<ul style="list-style-type: none"> Interview survey Questionnaire survey 	
<Ripple effects>						
Were there any positive or negative impacts beside the overall goal?	46	Influence to the institutions which stand inside or outside of target region	Situation of Before and After	Exhibition Sala Mai Thai, IPC5, Vice Governor, CD, BDS providers, JICA expert, 2 nd seminar	<ul style="list-style-type: none"> Questionnaire survey in Exhibition Interview survey Discussion in the 2nd seminar 	
	47	Influence on the establishment of policies and on the preparation of laws, systems and standards	Situation of Before and After	Exhibition Sala Mai Thai, IPC5, BDS providers, JICA expert, 2 nd seminar	<ul style="list-style-type: none"> Questionnaire survey in Exhibition Interview survey Discussion in the 2nd seminar 	
	48	Influence to activities in the cluster	Situation of Before and After	Situation of Before and After	Exhibition Sala Mai Thai, IPC5, BDS providers, JICA expert, 2 nd seminar	<ul style="list-style-type: none"> Questionnaire survey in exhibition Interview survey Discussion in the 2nd seminar
	49	Others	Comparison between Before and After	Information on Before and After	2 nd seminar JICA expert	Discussion in the 2 nd seminar Interview

Sustainability

Evaluation Questions		Criteria & Method for Judgment	Required Data	Information Source	Data Collection
Question	Sub-question				
<Policies and systems>					
50	Will policy aid continue also after the cooperation is finished?	Analysis of documents and the results if interview survey	National plan	DIP, IPC5 NESDB	<ul style="list-style-type: none"> Review of documents Interview survey
51	Are the relevant regulations and legal systems prepared? Are there plans for their preparation?	Analysis of documents and the results if interview survey	Related regulations	DIP, IPC5 NESDB	<ul style="list-style-type: none"> Review of documents Interview survey
<Organizational and financial aspects>					
52	Is it possible for Sala Mai Thai and IPC5 to continue the project after finishing the cooperation from JICA?	Analysis of the results if interview survey	Opinions of concerned people	Sala Mai Thai, IPC5	Interview survey
53	Is a sense of ownership towards the project at the implementing agencies sufficiently secured?	Analysis of the results if interview survey	Opinions of concerned people	Sala Mai Thai, IPC5	Interview survey
54	Is the budget secured (including operating expenses)? Are sufficient budget measures taken at the side of Thailand?	Analysis of the results if interview survey	Opinions of concerned people	DIP, IPC5 Sala Mai Thai, Provincial Government	Interview survey
<Technological aspects>					
55	Are the methods of technology transfer used in the project being accepted?	Analysis of the results if interview survey	Opinions of concerned people	Sala Mai Thai, IPC5	Interview survey
56	Does the project contain a mechanism for its dissemination? And how high is the probability that the implementing agency can maintain the mechanism for its dissemination?	Analysis of the results if interview and questionnaire survey	Opinions of concerned people Replies of questions	DIP, IPC5, Organizations which participated in the project Participants in the 2 nd seminar	<ul style="list-style-type: none"> Interview survey Questionnaire survey
<Others>	57 Is there any factor to be problem to continue the project?	Analysis of the results if interview survey	Opinions/evaluation of concerned people	Sala Mai Thai, IPC5, Vice-Governor JICA Expert	Interview survey
<Sustainability in general>					
58	As a whole, is the sustainability high or low?	Evaluation by JICA mission	Opinions by three parties	JICA mission, DIP, IPC5	Interview survey

Attachment 1-9 Results of Analysis of Questionnaire Survey at the 2nd Seminar (Khon Kaen)

Total number of reply 81 (SMEs 9, Production groups and workshops 41, Government organizations, Education institutions and Academies 14)

Figures in parenthesis at the end of each question indicate the related question No. of Attachment 1-8 "Five Evaluation Criteria".

A. Needs and implementation method of the pilot project

(1) Did the contents of the pilot project meet the needs of the Khon Kaen province and society? (18)

Answerer	Yes	No	Others	Total
SMEs	96.3%	2.5%	1.2%	100.0%
Producers	100.0%	0.0%	0.0%	100.0%
Government	97.6%	2.4%	0.0%	100.0%
Education/Academies	94.1%	0.0%	5.9%	100.0%
Total	92.9%	7.1%	0.0%	100.0%

(2) Did the contents of the pilot project meet the needs of people who engage in the silk industry in Khon Kaen? (18)

Answerer	Yes	No	Others	Total
SMEs	66.7%	22.2%	11.1%	100.0%
Producers	95.1%	0.0%	4.9%	100.0%
Government	88.2%	0.0%	11.8%	100.0%
Education/Academies	92.9%	0.0%	7.1%	100.0%
Total	90.1%	2.5%	7.4%	100.0%

(3) Was the pilot project designed so as to give equal opportunity and fairly distribute benefits to stakeholders in the region? (22)

Answerer	Yes	No	Others	Total
SMEs	77.8%	22.2%	0.0%	100.0%
Producers	80.5%	14.6%	4.9%	100.0%
Government	64.7%	11.8%	23.5%	100.0%
Education/Academies	57.1%	21.4%	21.4%	100.0%
Total	72.8%	16.0%	11.1%	100.0%

B. The Pilot project purpose and Overall goal

(4) The project purpose of the pilot project is set as follows: "Production of newly-designed silk-textile products is boost." For this purpose, the following activities were done in the pilot project. Do you think they contribute to achieve the purpose? Please answer including the possibility in a few years from now on.

1) Training of coordinators for product development (26)

Answerer	Contribute	Not contribute	Others	Total
SMEs	100.0%	0.0%	0.0%	100.0%
Producers	95.1%	2.4%	2.4%	100.0%
Government	88.2%	0.0%	11.8%	100.0%
Education/Academies	92.9%	7.1%	0.0%	100.0%
Total	93.8%	2.5%	3.7%	100.0%

2) Development of newly designed products based on Mud Mee production technology(27)

Answerer	Contribute	Not contribute	Others	Total
SMEs	88.9%	11.1%	0.0%	100.0%
Producers	92.7%	0.0%	7.3%	100.0%
Government	88.2%	0.0%	11.8%	100.0%
Education/Academies	64.3%	35.7%	0.0%	100.0%
Total	86.4%	7.4%	6.2%	100.0%

3) Holding of an exhibition of newly designed products

Answerer	Contribute	Not contribute	Others	Total
SMEs	88.9%	11.1%	0.0%	100.0%
Producers	92.7%	0.0%	7.3%	100.0%
Government	100.0%	0.0%	0.0%	100.0%
Education/Academies	92.9%	7.1%	0.0%	100.0%
Total	93.8%	2.5%	3.7%	100.0%

(5) Do you think the pilot project will contribute to achieve the project purpose as a whole? Please answer including the possibility in a few years. (03, 25)

Answerer	Will contribute	Will not contribute	Others	Total
SMEs	100.0%	0.0%	0.0%	100.0%
Producers	100.0%	0.0%	0.0%	100.0%
Government	88.2%	0.0%	11.8%	100.0%
Education/Academies	64.3%	7.1%	28.6%	100.0%
Total	91.4%	1.2%	7.4%	100.0%

- (6) The Overall goal, set beyond the pilot project purpose, is set as follows: New designed silk products are daily developed in Khon Kaen and sold. Do you think the pilot project will contribute to this overall goal? Please answer including the possibility in four or five years. (04, 42)

Answerer	Will contribute	Will not contribute	Others	Total
SMEs	77.8%	11.1%	11.1%	100.0%
Producers	90.2%	7.3%	2.4%	100.0%
Government	88.2%	0.0%	11.8%	100.0%
Education/Academies	92.9%	0.0%	7.1%	100.0%
Total	88.9%	4.9%	6.2%	100.0%

- (7) If the added value of the Khon Kaen silk industry increases(achievement of the project purpose), and also if the cluster activities become energetic(no serious outside problem), do you think the sale of the Khon Kaen silk industry will be promoted(achievement of the overall goal)? (44, 45)

Answerer	Will be promoted	Will not be promoted	Others	Total
SMEs	100.0%	0.0%	0.0%	100.0%
Producers	90.2%	0.0%	9.8%	100.0%
Government	94.1%	0.0%	5.9%	100.0%
Education/Academies	100.0%	0.0%	0.0%	100.0%
Total	93.8%	0.0%	6.2%	100.0%

- (8) Through the implementation of the pilot project, has the market of the Khon Kaen silk textile and products been expanded? Or do you see its possibility? (42)

Answerer	Became better	No remarkable impact	Others	Total
SMEs	77.8%	11.1%	11.1%	100.0%
Producers	87.8%	4.9%	7.3%	100.0%
Government	76.5%	0.0%	23.5%	100.0%
Education/Academies	85.7%	0.0%	14.3%	100.0%
Total	84.0%	3.7%	12.3%	100.0%

D. Sustainability of the Pilot Project

- (9) The JICA Mission and DIP/IPC5 have taken various methods to design and implement the pilot project such as the sit-in meeting with the local people, the consensus orientation by participatory approach, the one-night-stay workshop, and the study tour. Do you think these methods can apply to develop other clusters? (56)

Answerer	can apply well	cannot apply	Others	Total
SMEs	88.9%	0.0%	11.1%	100.0%
Producers	87.8%	0.0%	12.2%	100.0%
Government	88.2%	0.0%	11.8%	100.0%
Education/Academies	100.0%	0.0%	0.0%	100.0%
Total	90.1%	0.0%	9.9%	100.0%