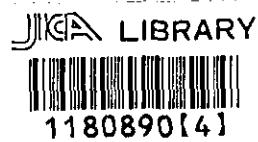


総合報告書

ラオス国国立大学 経済経営学部支援 プロジェクト

平成17年9月



神戸大学

人間

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1. プロジェクトの背景

ラオス人民民主共和国は計画経済から市場経済への移行の道を歩んでいる。人的資源開発が1986年に導入された新経済メカニズムの最重要課題の一つであり、ラオス政府は1995年6月にラオス国立大学(NUOL)を創設した。経済経営学部(FEM)¹がアジア開発銀行(ADB)の支援により国立大学内に新設され、1996年10月から学生を受け入れ始めた。

ADBによる創設期の支援の後、FEMは国際協力機構(JICA)による同学部に対する技術協力プロジェクトのお陰で発展を続けている。このプロジェクトは、主に日本から派遣されるJICA専門家の支援により同学部をさらに発展させるため、2000年9月に始められた。平成16年12月に至って、支援プロジェクトの一部を神戸大学が受託した。同12月から、5年間の技術協力プロジェクトが終了する平成17年8月までの間、神戸大学は、教官の資質を向上させるためにFEMが必要とする学務上の専門知識を提供する責任を負うことになった。

2. プロジェクトの目標と期待される成果

支援プロジェクトの目標はJICAとFEMの間で合意されたPDM²に明確に記載されている。上位目標は、FEMの卒業生がラオス人民民主共和国における市場経済の発展に貢献することである。この目標のもと、プロジェクトはFEM卒業生に必要な学問的および専門的知識と技能を身につけさせることを目的にしている。

考えられる成果は4つに分類されている。教官の質が向上すること、カリキュラムと教材が開発・改善されること、必要な設備と施設が利用可能になること、およびFEMの運営体制が改善することである。このような成果をあげるために、プロジェクトは5年間の支援プロジェクトを通じてさまざまな活動を展開した。短期・長期の研修はFEM教官に対して外国で学習する機会を提供し、幾人かはすでに修士あるいは博士の学位を得てFEMに帰着している。他の支援活動はFEMあるいはラオス国内で実施された。学生に適切な教材を提供するために、教科書改訂・新規作成がFEMにとって喫緊の課題であった。ADBによるFEM支援プロジェクトの初期の段階で、幾冊かの教科書が作成され印刷もされていたが、学部が学生数の点でも教官数の点でも大きくなったため、FEMはカリキュラム再構築の一環として新しい専攻制を構想するに至った。そのため、教科書作成が益々緊急性を帯びることになり、短期専門家による支援が強く求められるようになった。

教科書の改訂や新規作成は教官の訓練の一つでもある。支援プロジェクトは、教科書整備に携わることにより教官の学問的能力が向上するものと期待している。また、教員能力向上のための訓練として、短期専門家の指導でFEM教官が実施する現地調査が考えられる。FEM教官は調査のための質問表をどのように作成するか、調査先に対してどのようにイン

¹ 経済経営学部(The Faculty of Economics and Management)は平成17年2月にThe Faculty of Economics and Business Management(FEBM)に改称されたが、本報告書では継続性を重視してFEMという略称を用いる。

² プロジェクトのPDMは平成15年2月および平成16年3月に改訂されている。本報告書では最新版を参照する。

タビューをするか、聴取内容に基づきどのように報告書を作成するかを学ぶことができる。日本から派遣された専門家は現地調査の全過程において貢献し、FEMからの参加教官は以前に比べて調査手法の点でより進歩した。

教官に対する訓練は遠隔教育を通じても行われる。支援プロジェクトの中で、FEMの学部学生を対象に、いくつかの講義がJICA-Netを通じて日本からFEMに配信された。それぞれの講義科目について、FEMは授業の運営のためにコーディネーター兼通訳を指名した。講義担当者から前もって送付された講義ノートがコーディネーターによってラオス語に翻訳されることになった。翻訳作業のため、指名された教官は期待どおりに授業を効率的に進められるよう多大の努力を傾けなければならなかった。

3. 神戸大学による支援プログラムの内容

3. 1 プログラムの範囲

JICAによる技術支援プロジェクトは、2000年6月6日に日本、ラオス両国政府により調印された討議議事録に基づいて実施されている。神戸大学（以後、単に大学という）が受託して実施する当プログラム³は、プロジェクトの一部を構成し、短期専門家の派遣と遠隔教育に焦点を当てたものである。プログラムの実施期間は平成16年12月から、JICAの主プロジェクトが終了する平成17年8月末までであった。プログラムは、平成16年末までにJICA主導ですでに実施されていた技術協力をより一層効率的に実行するように計画されたものである。神戸大学チームには、JICAによって現地に派遣されている長期専門家と共同して事業を展開することが求められた。

学部運営管理能力の向上は大学によるプログラムには含まれていない。しかし、大学から派遣された短期専門家は、長期専門家が学部運営管理に関してFEMに対して助言や提案を行うことを随時支援することになった。理由は、支援プロジェクトの長期専門家はJICAが直接派遣しており、学部運営管理の指導もその業務に含まれていたため、当プログラムで派遣された短期専門家も、長期専門家と協力してFEMの運営管理能力の向上に役立つと思われる提言を行ったためである。たとえば、遠隔教育や現地調査のように、あらかじめ期日を指定して予定に組み込まれていた業務に対して、FEM側の担当教員の配置が十分に行われておらず、当日になって担当者を変更する事態がおこったが、予定されている事業に対する人員配置については、常に副担当を置く等、必要な措置についての組織的な対応について指導した。

3. 2 プログラムの基本方針

1. 平成16年末までに確立された既存の成果の上にとって、プログラムでは以下の2点が強調されている。

- ・ FEM講師の教育研究能力を向上させること
- ・ FEMが学部を自律的に運営するための支援を行う

³ 神戸大学が立案し実施する一連の活動を、JICAによる技術支援プロジェクト全体と区別するため、便宜上、本報告書では大学による活動を「プログラム」と呼ぶ。

前者は、JICA プロジェクトを通じて最も重要な課題である。大学によるプログラムも、短期専門家の投入および遠隔教育を実施することにより、FEM 教官の研究教育能力を高めるための支援を行う点で軌を一にした。2 番目の目標は、JICA プロジェクトが終了するまでに FEM 教職員が自立できるように必要な措置を講ずることである。

これらの目標を達成するために、プログラムは現地調査と遠隔教育の重要性を強調した。

2. 現地調査による訓練の強化

長期や短期の専門家としてプロジェクトに参加してきた経験から、大学は支援プログラムを展開するうえで以下の所見が重要な意味をもつことを感得している。

- 1 FEM 内での教育活動はかなりの実績をあげてきたといえるが、FEM 講師の研究能力は依然として大幅な改善を要する
- 2 ラオスという国自体の現状に関する知識が限られているため、FEM 教員の講義活動が阻害されている。自国が最貧国に分類されていることは知っているも、現地視察の機会がなく、貧困の現状と所得分配の不平等性がどの程度であるかについて知らない教員が、貧困対策について有益な議論を教室で展開することは難しいと考えられる。
- 3 現地調査研修は、講師の研究活動参加意欲を引き出すことに有効に働く
- 4 以前の現地調査研修に参加した講師によって書かれた報告書では、一定の質的向上が見られたが、支援プログラムの成果が確たるものになるまで、この線にそった研修機会を提供し続けることが望ましい。

3. JICA-Net を利用した遠隔教育の有効性

プログラムでは、なぜ遠隔教育を支援活動に含めるべきかについての理由として、以下の点を認識した。

- 1 学生の数が増え続けている。平成 16 年 10 月から FEM は NUOL の学生を 2 年次から受け入れるようになった。(それ以前は、各学部への学生の進学は NUOL 入学後 3 年次になってからであった。)
- 2 若手の講師が海外で研修する機会を与えられている。そのため、学生に講義をする講師が不足している。
- 3 望まれる国際水準の授業を展開できる人材を外部から呼んでくることは簡単ではない。
- 4 講師の教育上の能力が遠隔教育によって高められるものと考えられる。FEM 教官は、遠隔教育のコーディネーター、通訳、翻訳者になることによって、講義ノートの準備、講義内容の選択、および教室での授業の展開をどのように進めるかを学ぶことになる。

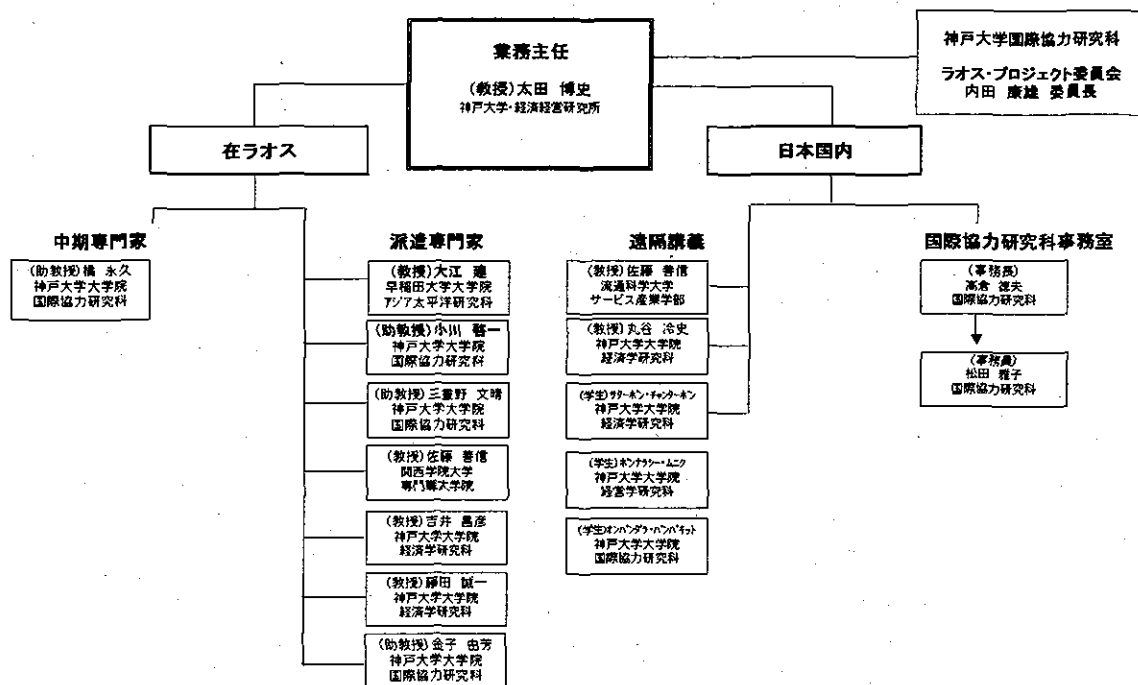
3. 3 プログラム実施組織と手順

プログラムの実施体制は図 1 に示されている。業務主任が、大学が計画した支援プログラムの実施について全責任を負う。神戸大学国際協力研究科(GSICS)事務室(以後、単に事務室)が、FEM に赴任する短期専門家の旅券等の手配、JICA 本部およびプログラムの実

施に貢献する他の機関との連絡を担当した。

業務主任は事務室に対して、専門家が業務を十全に遂行できるようあらゆる配慮を行い、また専門家派遣および遠隔講義の日程変更に伴って必要になる手続きについて JICA 本部との調整を進めるよう指示する。短期専門家は FEM での活動に関して、業務主任とともに現地に駐在する長期専門家と協議するものとする。日本から派遣される短期専門家と FEM でのカウンターパートの連絡は、主に現地専門家がその手筈を整えるものとする。業務主任は、専門家が日本から現地に赴任する時には、それぞれのカウンターパートが必ず FEM に居て、専門家が到着次第、直ちに共同で作業が始められるよう FEM に対して要請する。

業務従事者の体制図



遠隔教育について、業務主任は神戸から FEM への講義の円滑な配信作業に責任を持つ。神戸からの講義は JICA 兵庫センターから同所の職員の協力を得て送信された。プログラムは、ラオスから神戸大学に留学している学生を雇用して、通訳やテレビカメラの操作員として講師の作業を補強することにした。FEM 側では、JICA-Net の予約を含むすべての手配を長期専門家および FEM 職員が行った。

事務室は、プログラム実施期間をつうじて以下の支援活動に従事した。

- 1 短期専門家のための、航空便の予約、航空券の手配および査証の申請
- 2 予防接種の必要性に関する情報収集および専門家に対する接種の推奨
- 3 プログラムの円滑な遂行のための資料および留意事項の準備・配布

- 4 緊急連絡網の整備
- 5 プログラムの経理および証憑書類・領収書の保管・管理
- 6 専門家派遣の日程修正・変更およびその結果発生するプログラム予算の再計算に関する JICA 本部との協議
- 7 プログラム予算の支出に関する神戸大学本部との交渉

国際協力研究科は、大学が JICA と当プログラムについて契約する以前から、ラオス・プロジェクト委員会を設置していた。長期専門家の選任および派遣は同委員会により認定されていた。当プログラムも引き続き同委員会からの支持を得ている。

各短期専門家の現地活動が完了すると、業務主任は専門家が JICA ラオス事務所に提出した業務完了報告書の写しを受け取った。報告書は業務主任が支援活動の進捗状況を把握するために詳しく検討された。先に派遣された専門家の報告が、後に続く専門家の業務内容を主任が調整するために役立った。

3. 4 業務実施の工程計画と実績

プログラムの工程管理には最大限の注意を払い、できる限り計画どおりの業務遂行を心がけたが、遠隔教育の FEM 側担当者の海外留学時期の変更、指導関連分野に関するタイ国における調査・情報収集の有効性の判明、および ASEAN 外相会議に伴うラオス政府からの渡航自粛勧告等の影響を受けて、専門家の作業日程をいくつか変更せざるをえなかった。「業務実施の工程計画・実績対比表」を資料として報告書末尾に添付する。同資料中、斜線部は、ラオス経済と密接な関係を持つ隣国タイでの専門家の私費による調査活動日を示している。タイでの調査と資料収集は、専門家の現地赴任前に行われた FEM 教員との協議が生み出した活動計画で、プログラムを通じて両者の協力関係が深まっていることを示している。今後も、このような協力関係に基づく業務実施日程の変更・修正は支援プロジェクトの有効性を高める観点から、可能な限り認めていくことが必要であろう。

4. 活動記録

平成 16 年 12 月から平成 17 年 8 月までのプログラム期間中、10 名の短期専門家が日本から FEM に派遣され、2 名の講師が遠隔教育に従事した。本節では、これらの専門家の活動および貢献についてまとめる。⁴

4. 1 プログラムの管理、教育研究活動支援、および国際投資論に関する教科書支援
専門家氏名： 太田博史（神戸大学国際協力研究科）

現地活動期間： 平成 17 年 3 月 4 日～30 日および 7 月 31 日～8 月 14 日

⁴ 専門家の活動記録は、派遣の時間的な順番ではなく、平成 16 年 12 月に神戸大学が JICA に提出した業務計画書第 3.4 節（専門家の役割および期待される成果）に記載された順番による。

- 1 当専門家はプログラム期間中に2度FEMに派遣された。1回目の派遣の目的は、FEM教官に対して国際投資論の教科書作成を支援することである。専門家はカウンターパートと頻りに協議し、教科書の収録内容について検討した。FEMは当初2名の教官をこの教科書のために手配した。ところが、1名は専門家のFEM赴任時には日本で研修を受けていた。もう一人の教官は他の教科書の原稿を準備することで精一杯であった。これら2名の教官が国際経済学分野の教科書出版の責任を負っていた。専門家とカウンターパートはこの分野の教科書出版計画そのものを全般的に見直すことにした。当初、FEMは国際経済学に関する教科書を1冊作成する計画であった。1冊に3つの主な教科内容、すなわち国際貿易の理論、国際マクロ経済学および世界経済、を盛り込むつもりであった。ところが、本報告書第2節で述べたように、学生数の増大に伴い、FEMはこの分野の講義を増やそうと考えた。彼らが提示した教科名は、国際経済学1および2、世界経済、国際貿易と政策、および国際投資の経済学である。当専門家はすでに平成16年9月にFEMの教科内容としての国際経済学の領域をどのように拡張するかについて現地で協議し、当初の1冊教科書を3冊に分割することを提案していたので、今回のプログラムは、最後の教科に対する支援のために同じ専門家を派遣することを決めたのである。3冊は、それぞれ国際経済学1、国際経済学2、世界経済という名称になっていた。その後、カウンターパートは彼らの教育活動のためにさらに2冊が必要であり、国際貿易と政策および国際投資論を構想するに至った。何度か協議を重ね、専門家は4冊の教科書を整備することに同意した。国際経済学1、国際経済学2、世界経済は最初に考えられた1冊型教科書の直接の帰結である。1冊目は完全競争の下での国際貿易論を収録しているが、この20年間に大きく発展した不完全競争下の貿易理論は取り上げられていない。そこで、これを第4分冊、すなわち国際貿易と政策、に収録することにした。綿密な検討のすえ、最終的には5冊目の国際投資の経済学は、その原稿を準備する時間と適切な執筆担当教官の手配がFEMにおいて可能になった段階で作成を考えることになった。
- 2 派遣専門家は業務主任として学部長、FEM駐在長期専門家およびFEM教官と幾度か協議を行った。カムルーサ学部長は、以前より多くの教官が海外研修に出ており、残留している教官の業務負担が急速に増大していると強調した。これは、JICAプロジェクトがうまく機能していることを示しているものの、同時に海外研修以外の活動に遅れがでることが予想されることを意味している。
- 3 長期専門家のひとり、国際協力研究科の松永宣明教授が3月に離任し、後任として同じく国際協力研究科の橘永久助教授がすでに着任していた。JICAから直接派遣されていた他の長期専門家を含むすべての日本人専門家が集まり、8月のJICAプロジェクト終了時までにはプログラムに要請される活動の内容および個々の活動の担当者を確認した。
- 4 当専門家は8月に再び派遣された。この2回目の現地活動は2つの目的を持っていた。まず、タイ国の3つの大学とJICAタイ事務所を訪問し、FEMに対するJICAの支援プロジェクトについての彼らの理解と協力に対して、業務主任として感謝の意を表す。そのため、カムルーサ学部長とともに、修士または博士課程にFEM教官を受け入れて

きたカセサート大学、アジア工科大学およびラムカムヘン大学を訪れた。これらの大学からは、今までにも教科書支援のために何人かの教員が第三国専門家としてFEMに派遣されてきた。学部長と専門家は、これらの大学に入学しているFEM教官が課程を修了するための必要要件について協議した。最後に、JICAバンコク事務所では、これまでの協力に対する謝辞を述べたうえ、上位学位を目指しさらにFEM教官をタイ国に送る計画に対する協力を依頼した。

8月の現地活動の第2の目的は、大学のプログラムによる支援活動の進行状況を検証するとともに、プロジェクトの最終段階で大学が同時に派遣した幾人かの短期専門家により展開されている支援活動間の調整を行うことであった。また、FEM教職員に対する事情聴取、学部長、副学部長および日本人専門家との協議により、8月に現プロジェクトが終了した後の延長プロジェクト期間中にFEMを支援するために望まれるプログラムの組み方について検討した。

4. 2 起業論の教科書作成支援

専門家名： 大江 建（早稲田大学）

現地活動期間： 平成17年1月3日～16日

- 1 2週間の現地活動期間中に、専門家とそのカウンターパートは教科書のすべての章の第1草稿を作成するよう協力した。専門家はFEM着任前に適当な参考文献・資料を選択していた。FEM赴任初日に専門家は教科書の収録内容計画を提示し、第1章の元になる原稿を準備した。2日目からは、専門家がカウンターパートに対して章ごとの構成と内容を1日に1章ずつの割合で説明した。教科書は全8章からなる。カウンターパートによる第1草稿は章ごとに専門家に提示され、専門家が吟味して必要な修正を提案する。章のタイトルおよび目次が本報告書の最後に添付された作成文書1に収録されている。
- 2 専門家は参考文献をFEMに寄贈した（作成文書2）。それらは起業論教科書の収録内容に直接関連するものである。

4. 3 工業に関する現地調査指導

専門家名： 小川啓一（国際協力研究科）

現地活動期間： 平成17年3月11日～27日

- 1 専門家はFEM教官からなる調査団⁵を結成し、ビエンチャン市内の縫製工場21社を訪問した。調査団は、準備した質問表にしたがって、工場管理および操業内容について経営者にインタビューを実施した。FEM教官は質問者としてだけでなく、通訳としても活躍した。用いられた質問表が作成文書3に収録されている。インタビューの結果は「ビエンチャン地域における縫製工場のプロフィール」としてまとめられた（作成文書4）。
- 2 調査団は、縫製工場へのインタビューに先立ち、UNIDO（国連工業開発機構）、ラオ

⁵ 国際協力研究科からも数人の大学院生がこの機会にFEM教官と共同で調査を実施するために参団した。

ス工業・手工業省、二国間援助機関 GTZ (Gesellschaft für Technische Zusammenarbeit) を訪問した。そのことによって、調査団はこの産業の現状および将来の発展のための適切な方向性について正確に理解することができた。

- 3 参团した FEM 教官は専門家から、工場訪問の前に、世界銀行、UNIDO、GTZ による縫製産業の発展に関する資料を読了・吟味しておくよう指示されていた。そのような事前の準備とともに、専門家は現地調査に基づく研究計画書や学術論文の作成方法について講義した。報告書作成法についての講義は、工場での調査が終了した後にも専門家によって提供された。
- 4 工場経営者に対するインタビューに加えて、調査団は工場の従業員に対しても質問表を配布し、作業環境と工場の現状に対する彼らの認識について聞いた。質問に対する回答表が調査団によって回収され、EXCEL ソフトを用いて FEM で集計された。プロジェクトの現地秘書や外部からのインターン学生がデータ処理を助けた。専門家は調査団員に対し、統計ソフト・パッケージ SPSS を用いて収集データを分析するよう指導している。

4. 4 経済学分野の短期専門家および環境経済学の現地調査指導

専門家氏名： 橋 永久 (国際協力研究科)

現地活動期間： 平成 17 年 3 月 12 日～8 月 31 日

- 1 当専門家の派遣目的は、第 1 義的には、経済学分野における前長期専門家の後任を務めることである。前専門家によって担われていた支援業務をプロジェクトの終了時まで継続することが求められる。プロジェクトを通じて長期専門家が広範な活動の責任を負う。計画されているプロジェクト全般を管理し、学部運営について FEM に助言する。平成 17 年 2 月の終了時評価調査団は、平成 17 年のプロジェクト最終段階でプログラムに期待される主な支援活動として、教科書作成または改訂、FEM 教官の研究能力向上、および学部運営管理の改善を提言した。⁶ 経済学分野の長期専門家が業務完了後に離任したのち、当専門家がその業務を引き継ぎ、他の長期専門家と協力して支援プログラムを実施することに責任を負うことになった。
- 2 また、専門家は FEM 教職員からなる調査団⁷を結成し、ある村落において環境経済に関する現地調査を実施した。調査団は 3 月 26 日から 4 月 4 日までルアン・プラバン県の農村に滞在した。参加者は現地での予備調査に基づき質問表を作成し、調査の進行とともにその内容を改良した。FEM 教官は調査の事後報告書を提出するよう求められた。作成文書 5 は現地調査に先立ち専門家が準備した農村調査法に関する指導要領である。また、作成文書 6 は調査団が作成し使用した質問表である。
- 3 専門家は教科書作成・改訂計画リストを再検討することに努めた。学部長と長期専門家は平成 17 年 3 月末までに、今後出版または改訂すべき教科書リストの内容に合意していた。ところが、FEM は平成 17 年 8 月の現プロジェクト終了後に、JICA の支援延

⁶ 平成 17 年 2 月 22 日付けで、JICA ラオス事務所長および NUOL 学長が署名した JICA とラオス人民民主共和国との討議議事録、29~30 頁参照。

⁷ 縫製工場調査と同様 (脚注 5 参照)、国際協力研究科の学生が現地調査に参加した。

長を要請するにあたり、いくつかの変更が望ましいと考え、専門家はFEMが必要とする全ての教科書を4つのグループに分類した。すでに出版された教科書をAグループ、プロジェクトの終了までに出版されるものをBグループとした。最も重要な部分はCグループで、平成17年9月以降、JICAの支援を受けて数年以内にFEMが出版しようとする12冊の教科書があげられた。最後に、その他の教科書はDグループにまとめられている。分類表を作成文書7に示す。

- 4 極めて遺憾なことであるが、FEMの定期試験においてカンニングや不正が専門家によって発見された。作成文書8は、試験室での専門家による観察記録である。これは、プロジェクトがより大きな努力を払って調べ上げるべきFEMの運営管理能力に直接かわる問題であり、今後学生が頻繁に不正をすることを防止しなければならない。
- 5 専門家はアタプー県でFEMが実施した事業所調査に同行した。FEMが用いた質問表が作成文書9である。

4. 5 プロジェクト最終報告書作成補助

専門家名： 松永宣明（国際協力研究科）

現地活動期間： 平成17年7月30日～8月26日

- 1 当専門家は平成17年3月末までの2年間FEMに滞在した長期専門家であり、FEMおよびJICAの支援プロジェクトについて熟知している。今回の赴任では、まずプロジェクトが蓄積してきた重要書類を収集し、FEM教職員および日本側支援人員から事情を聴取することに努めた。現地長期専門家は、プロジェクトをとおして何が達成されたかについての認識と評価をメモにまとめるよう、当専門家から要請された。その後、専門家が起草した最終報告書の草稿が8月中旬までに長期専門家およびFEMに提示された。第1草稿を読んだ関係者によるコメントと修正、および専門家が他の人員と協議した内容を取り入れて改訂された。専門家が執筆した最終版は、専門家の帰国後、JICAに提出された。⁸
- 2 専門家は、同時期にFEMに派遣された他の専門家と彼らのカウンターパートの間で、教科書執筆作業が首尾よく進展する体制を確立するための調整役を果たした。短期専門家の赴任日程があらかじめFEMに示されていたにもかかわらず、当日FEMに出勤していないカウンターパートがいた。上位学位取得プログラムのため海外に行っている者もいた。他は国内でのセミナーに参加したり、FEMが推進している研究活動に従事しなければならなかった。教科書整備計画を本来の路線に乗せるべく、FEMと日本人専門家との間の仲裁について、当専門家が多大の努力を払った。

4. 6 金融・銀行論の教科書作成支援

専門家氏名： 三重野文晴（国際協力研究科）

現地活動期間： 平成17年5月15日～22日

⁸ *Joint Final Report of FEM/JICA Five Year Project by FEM/NUOL, August 2005* を参照。

- 1 FEM 赴任後直ちに、専門家はカウンターパートと教科書の構成と内容について協議した。作成文書 10 が教科書の目次構成を示している。
- 2 カウンターパートがラオスに特有の金融問題に関する記述を教科書に含めることを要請したため、専門家は新たに 2 つの章を付け加えることを提案し、適合する参考書を示唆した。収録内容の改善についても新たな提案がカウンターパート自身からなされた。作成文書 11 に章ごとの記述内容と参考書の対応関係がまとめられている。
- 3 専門家はカウンターパートとの間で、日本からさらに参考資料を供給すること、章のまとめの草稿を準備すること、および教科書に収録する話題にかかわる新たな情報を提供することに合意した。

4. 7 比較経済論 2 の教科書作成支援

専門家氏名： 吉井昌彦（神戸大学経済学研究科）

現地活動期間： 平成 17 年 7 月 30 日～8 月 7 日

- 1 FEM は平成 16 年 12 月に当専門家の支援を受けて比較経済論の教科書を出版した。この教科書の著者が同じ専門家の支援のもとで、同じ分野の新しい教科書を出版することを強く希望した。専門家は、最初の教科書である比較経済論 1 の著者の提案どおりに、FEM に対する支援を再度実施することに同意した。
- 2 新しい教科書は比較経済論 2 と題される。ラオス人民民主共和国は計画経済から市場経済への移行の道を歩んでおり、FEM の教官は移行経済を取り扱う比較経済論の教材の構想および記述内容に関する日本人専門家の専門知識を高く評価している。さらに、カウンターパートは最近のアジア経済の発展および地域統合の進展について専門家から学ぶことを希望している。収録項目の提案と対応する参考資料が作成文書 12 にまとめられている。
- 3 専門家は現行プロジェクト終了後に再び FEM を訪問し、当該教科書作成を支援することに同意した。

4. 8 国際金融論の教科書作成支援

専門家氏名： 藤田誠一（神戸大学経済学研究科）

現地活動期間： 平成 17 年 8 月 1 日～16 日

- 1 専門家が支援する教科は国際経済学に関連する。4.1 節で述べたように、国際経済学に関する教科書は少なくとも 4 冊に分割されている。国際金融論に最も深く関係するものは、国際マクロ経済学を取り扱う国際経済学 2 である。専門家、カウンターパートおよび国際経済学にかかわる教科書出版チームは、国際金融論と他の教科書との住み分けが重要であることをよく承知していた。
- 2 専門家は業務主任および経済学分野の前長期専門家とどのように住み分けを確立するか協議した。さらに、FEM のカウンターパートとのメールによる事前協議が、専門家の FEM 派遣後に、現地で明らかにしなければならない点を明確にした。
- 3 専門家の FEM 着任後、専門家が提案した収録項目がカウンターパートとともに吟味さ

れ、ラオスの現状に関する情報に基づく実体経済に関する記述を加えて拡張することになった。作成文書 13は専門家とカウンターパートの間で合意された目次と参考資料を示している。

4. 9 国際マーケティングの教科書作成支援

専門家氏名： 佐藤善信（関西学院大学）

現地活動期間： 平成 17 年 2 月 13 日～3 月 9 日

- 1 専門家とカウンターパートは教科書の構成および内容について合意した。専門家により第 1 草稿が準備され、カウンターパートがそれをラオス語に翻訳する。専門家の FEM 滞在中に完成しなかった草稿は専門家の帰国後に作成され、FEM に送付される。教科書の収録内容に関する基本構想が作成文書 14に示されている。
- 2 専門家は神戸から遠隔講義を配信することにより、教官の教育能力開発に関して FEM を支援した。（後述 4.11 節参照）

4. 10 経済法の教科書改訂支援

専門家氏名： 金子由芳（国際協力研究科）

現地活動期間： 平成 17 年 7 月 30 日～8 月 21 日

- 1 経済法は FEM の学生が切望する科目の一つである。FEM にはすでにこの科目の教科書が存在する。しかし、既存のこの教科書は単に法律の条文を集めたものに過ぎず、学部教育のためには全く不十分なものであることに専門家は気づいた。
- 2 専門家と業務主任および前長期専門家は、ラオス政府が同法を改訂中であることを承知していた。よって、プログラムでは FEM への 1 回限りの専門家派遣では同教科書改訂のための作業を完了することはできないと考えた。しかしながら、専門家と FEM は専門家が FEM に滞在している間に、改訂中の法律の草稿について学ぶ機会を得る、あるいは少なくとも改訂作業の基本方針についてラオス側から正確な情報を得ることができるのではないかと考えた。
- 3 同教科書の執筆者として当初考えられていた FEM 教官は、当専門家の赴任前に、FEM から NUOL 内の他の部局に転出していた。FEM が新たに指名したカウンターパートは専門家と協力して教科書を改訂するには能力と意思の点で十分な準備ができていないものと専門家により判断されたため、学部長と長期専門家が急遽、カウンターパートの変更について協議した。協議が功を奏し、FEM から転出していた当初の執筆担当者が専門家と協力して改訂作業に従事することに決まった。FEM はこの教官を次学期に非常勤講師として FEM に招聘することになった。
- 4 専門家はラオス人民民主共和国司法省によって改訂が進められている経済法の草稿を利用することができないか検討した。JICA ラオス事務所は、専門家の要請を受けて、司法省に滞在している長期専門家に連絡するよう伝えた。しかしながら、該当する草稿は専門家の照会時点では利用することはできなかった。ラオスの省庁間で改訂中の文書を伝達する場合の手続き上の取り決めのためであった。

- 5 その後、JICA 事務所の助言による専門家の要請とは別に、改訂された法律の草稿が利用可能になった。新しく指名された執筆担当者と専門家は、草稿によって提供される情報を基に、FEM のための経済法の教科書として考えられる構成および収録内容について協議を開始した。作成文書 15 が教科書の目次案である。
- 6 専門家は経済法および関連する法体系全般の理解のために背景説明資料を準備していた。今回は、新しいカウンターパートと専門家は十分な時間を共有できなかったため、この資料が十分に活用されなかったことが残念である。資料を作成文書 16 として収録する。専門家とカウンターパートは、現行プロジェクト終了後に、教科書改訂のために協力することを予定している。

4. 1.1 経済政策の遠隔講義

専門家氏名： 丸谷冷史（神戸大学経済学研究科）

活動期間： 平成 17 年 5 月 31 日～6 月 22 日

- 1 FEM に対する遠隔教育は平成 16 年 5 月から 6 月にかけて初めて実施された。年度中に国際経済学と人的資源管理が、JICA-Net を利用して神戸大学教員により FEM の学生に直接教えられた。学生はこれらの科目の最新の学術的成果を学ぶことができ、遠隔講義は彼らの間で前向きな認知を得るに至った。より重要なことは、各講義が授業の運営にあたり FEM 教官をコーディネーターに指名したことである。彼らは授業中の通訳として、また日本人講師があらかじめ準備した講義ノートをラオス語に翻訳する役割を担った。その仕事をつうじて、教官がよりよい教師になるための訓練が提供されたことになる。
- 2 経済政策の講義は JICA 兵庫センター内のスタジオから FEM に向け配信された。講義は 5 月 31 日から毎週火曜日と水曜日に 5 週間にわたって続けられた。講師は毎回講義ノートを準備し、コーディネーターが日本語からラオス語への通訳および翻訳を担当した。
- 3 6 月 7 日の配信時に、回線が切れて回復しないという事故が発生した。これはプロジェクトの中での遠隔講義で初めての回線不具合であった。業務主任は、5 月 31 日に当該講師の授業が始まる前に配信手順に問題がないか確認していた。平成 16 年 11 月～12 月の人的資源管理の FEM 向け講義の際と同じ回線接続過程が採られたのであるが、今回は回線が切れ、予定された講義時間中には回復しなかった。JICA 兵庫センターではプログラムのための緊急時の技術要員を手配することができなかった。将来的にプロジェクトが遠隔教育を推進していくにあたって今回の回線断絶は大きな教訓となった。
- 4 その後の講義では、回線が切れることはなく、予備日も使って配信がおこなわれたので、予定された遠隔教育はすべて完了した。
- 5 プログラムでは、講義中に通信技術に関わる問題以外で講師を補佐するために、ラオスからの留学生を助手として付けた。助手は講師のために通訳補佐を務めたり、スクリーン画像を切り替えるための手許スイッチを操作した。

4. 12 国際マーケティングの遠隔講義

専門家氏名： 佐藤善信（関西学院大学）

活動期間： 平成 17 年 6 月 3 日～24 日

- 1 講義は当初 7 週間行われる予定であった。しかし、海外研修に出ることになっていた FEM 指名のコーディネーターが、今学期は FEM にいて、自分で当該授業を実施することができる、プログラムの開始後に判明した。コーディネーターの研修が行われるタイの大学での研修日程が変わったためである。そこで、プログラムは学部長と協議して、この授業を二つに分け、それぞれを FEM の担当教官と日本の専門家が実施することにした。専門家は同じ授業科目であるが、FEM の教官が国際マーケティングの理論部分について講義を行った後、日本企業の事例研究に重点をおいた授業を配信した。
- 2 講義は英語で行われた。助手がプログラムによって配備され、FEM でのコーディネーターを通訳補佐として支援するとともにスイッチ操作を行った。

5. 教訓と結論

5. 1 プログラム実施から得られた教訓

前節で詳しく見てきた平成 16 年 12 月から平成 17 年 8 月までの支援プログラムの全活動内容からいくつかの教訓と評価を導き出すことができる。

- 1 支援プログラムが活動を開始した平成 16 年 12 月の時点では、上位学位取得を目指した海外研修により FEM 教官の能力が向上しており、教科書整備が理想的なペースではないにしても進展しているという点から見て、現行の JICA プロジェクトは成功しているとみなされていた。前節で紹介したように、平成 17 年 2 月の終了時評価調査団の報告書は教官の研修と教科書出版を進める努力を続けるよう推奨している。プログラムはそのために必要とされる人的資源を投入することによってその方針に従った。その結果、FEM 教員を海外の大学に送ることによって訓練することと教科書整備は人的資源の配置上ある意味で相剋をきたすことがわかった。プログラムは、二つとも FEM の望ましい発展と成果のために欠かすことのできない活動であるという判断を堅持したが、実際の活動では、FEM にいて原稿を書くことができる教官が不足したため教科書整備は遅れがちになった。この傾向はますます強まっている。今ではほとんどの若手教官がすでに海外に派遣されているか、あるいはすでに研修を終えて帰着している状況にあるため、中堅教官の海外研修が日程に上ってきた。これらの中堅教官は教科書整備や日常の講義だけではなく、学部運営に携わる中核メンバーである。学生数が増え続ける中、FEM は多くの若い講師を採用した。彼ら新任講師のすべてが直ちに授業をうまく進めることは難しく、まして短期間に教科書を書くことができるわけではない。
- 2 学術的能力の開発の一部として、プロジェクトは FEM 教官によるコンサルタント業務や外部との共同研究を推奨してきた。平成 17 年 2 月の終了時評価調査団の報告書ではこのような活動が 18 に上っている。彼ら自身によるこれらの活動は支援プロジェクトのおかげで進展した学術的能力向上成果である。しかし、それは同時に時間配分の管理

上齟齬をきたし、教科書執筆の妨げになっている可能性がある。プログラムは往々にして教官に対する複数の課題設定が人員の不足を招来していることを感得した。最悪のケースは、派遣された短期専門家がカウンターパートと FEM で会えないことであった。外部から持ち込まれたコンサルタント業務や共同研究に従事することが、カウンターパートと短期専門家が協働できない唯一の理由であるとはいえないが、FEM 内での人的配置に注意を払う必要があると考えられる。

- 3 多重業務やその結果としての人員配置上のミスは、もしあるとすれば、学部運営管理上の重大問題である。プロジェクトは当初から学部運営管理能力の強化が重要であると認識し、注意を払うべきであることを繰り返し強調してきた。FEM が、現在までに、適切な人員配置と業務配分を確立してきておれば、たとえ有為な教官を上位学位取得のために少なからず外国に送ったとしても、教科書整備は短期専門家の派遣による支援をつうじてプロジェクトが想定したとおりに効果をあげたものと思われる。FEM 内部において効率的な運営管理体制を打ち立てるためには、執行部と中堅教官がこの緊急性を帯びた課題を理解し、望ましい意思決定と管理体制をラオス社会の地域性に基つきながら構築することに自ら責任をもたなければならない。それは、けっしてプロジェクトは運営管理の改善に関して学部支援を行うことができないという意味ではないが、学部自身による自律的で強力な取り組みがなければ、学部運営管理に関わるいかなる試みもプロジェクトが期待する一層の成果をあげることはできないことも事実である。

5. 2 結 論

支援プログラムが計画したすべての活動が終了した。教科書作成支援という主要な活動において、専門家との協議により選択された内容をラオス語に書き下すために執筆者が彼ら自身の文章を作成するまでにはまだしばらく時間がかかろう。しかしながら、学生にとって学びたい教科を自分で研究するための唯一の資料が教科書であるという現状では、彼らの学生が教科書の出版を心待ちにしていることを執筆者は十分に承知している。

FEM が今後出版しようとする教科書のリストは長い。プロジェクトは教科書の整備計画を再検討し、必要であれば、FEM により望ましい将来の方向性を植えつけるべく支援プログラムを調整することになる。

成果物一覧

- 資料: 「業務実施の工程計画・実績対比表」
- 文書 1: 「起業論」目次
(Output 1: List of Contents, Entrepreneurship)
- 文書 2: 大江建による寄贈図書
(Output 2: Books donated by Professor Takeru Ohe)
- 文書 3: ビエンチャンにおける繊維産業従業員に対する質問表
(Output 3: Questionnaire for Textile Industry Employees in Vientian)
- 文書 4: ビエンチャン地域における縫製工場プロフィール
(Output 4: Profiles of Garment Factories in Vientiane Area)
- 文書 5: 農村調査法指導内容
(Output 5: Introduction to Rural Household Survey)
- 文書 6: 農村家計調査
(Output 6: Rural Household Survey)
- 文書 7: FEM 教科書リスト
(Output 7: List of FEM Textbooks)
- 文書 8: FEM 定期試験観察記録
(Output 8: Observations in Exams at FEBM)
- 文書 9: アダプー地方における事業所調査質問表
(Output 9: Questionnaire for Business Establishments in Attapeu Province)
- 文書 10: 「金融・銀行論」目次
(Output 10: List of Contents, Money and Banking)
- 文書 11: 「金融・銀行論」目次一参考資料対応表
(Output 11: List of Contents and Reference Materials, Money and Banking)
- 文書 12: 「比較経済論 2」目次と参考資料
(Output 12: List of Contents and Reference Materials, Comparative Economic 2)
- 文書 13: 「国際金融論」目次
(Output 13: List of Contents, International Monetary Economics)
- 文書 14: 「国際マーケティング」目次
(Output 14: List of Contents, International Marketing)
- 文書 15: 「経済法」目次
(Output 15: List of Contents, Business Law)
- 文書 16: 「FEM カウンターパートのためのノート」
(Output 16: Handouts Prepared for FEM Counterpart)

業務実施の工程計画・実績対比表

件名: ラオス国立大学経済経営学部支援プロジェクト

| 担当* | 氏名 | 格付 | | 平成16年度 | | | 平成17年度 | | | | | | |
|-------------------------------|------------------|----|----|--------------------------------|-------------------------|-------------|---------------------------|-------------------------|----------|------|----------|---|--|
| | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | |
| 教育・研究指導 (業務主任) | 太田博史 | 2 | 計画 | [] (27) (9) | | | | | | | | | |
| | | | 実績 | 3/4 | 3/30 | 4/4~8,11~14 | | | 7/31 | 8/14 | [] (15) | | |
| 教科書 新規作成 起業論 | 大江 建 | 2 | 計画 | [] 1/17, 18 | (14) (2) | | | | | | | | |
| | | | 実績 | 1/3 1/18 | 1/17~1/31のうちの2日 (4) (2) | | | | | | | | |
| 現地調査指導 工業 | 小川 啓一 | 4 | 計画 | 3/11 3/23 | 3/28,29 | | | | | | | | |
| | | | 実績 | 3/11 3/27 | 3/28,4/5~8 | | (17)(3) | | | | | | |
| 教科書改訂 国際マナー 遠隔講義 | 佐藤 善信 | 2 | 計画 | [] 3/10~14 | 5/6~6/24のうちの21日 | | | | | | | | |
| | | | 実績 | 2/9, 10 | 2/13 3/9 | 3/10, 14 | 6/1~3, 8~10, 15~17, 22~24 | | [] (12) | | | | |
| 現地調査指導 環境経済 経済学 | 橋 永久 | 4 | 計画 | 3/7~9 | 3/10 | 8/31 | | | | | | | |
| | | | 実績 | 3/1~4,7~10 | 3/11 | 8/31 | | (8) (174) | | | | | |
| 教科書改訂 金融・銀行論 | 三島野 文晴 | 4 | 計画 | 4/1 4/15 | 4/16,17 | | | | | | | | |
| | | | 実績 | 5/9~13 | 5/15 5/22 | (5) (8) | | | | | | | |
| 教科書改訂 経済学 最終報告書 作成補助 | 松永 宣明 | 2 | 計画 | 7/21~23 | | 7/24 | 8/27 | 8/28~29 | | | | | |
| | | | 実績 | 7/21, 22, 25~29 | | 7/30 | 8/26 | (3) (35) (2) (7) (28) | | | | | |
| 教科書 新規作成 比較経済論 | 吉井 昌彦 | 2 | 計画 | 8/1 8/22 | | 8/23~25 | | | | | | | |
| | | | 実績 | 7/26~29 | 7/30 8/6 8/7 | 8/8 | | (4) (8) (1) (1) (2) (3) | | | | | |
| 教科書 新規作成 国際金融論 | 藤田 誠一 | 2 | 計画 | 7/25 8/6 | 8/7,8 | | | | | | | | |
| | | | 実績 | 7/28,29 | 8/1 8/14 8/15,16 | 8/14 | | (2) (14) (2) (2) (2) | | | | | |
| 教科書改訂 経済法 | 金子 由芳 | 3 | 計画 | 7/18 8/13 | 8/14~17 | | | | | | | | |
| | | | 実績 | 7/25~29 | 7/30 8/21 | 8/22~25 | | (5) (23) (4) | | | | | |
| 遠隔講義 経済政策論 | 丸谷 冷史 | 2 | 計画 | 5/6~6/24のうちの21日 | | | | | | | | | |
| | | | 実績 | 5/17~6/25のうちの21日 | | (21) | | | | | | | |
| 遠隔講義 補助 | イターボン チャンダーボン | 6 | 計画 | 5/6~6/24のうちの21日 | | | | | | | | | |
| | | | 実績 | 5/27, 30, 31, 6/1 | | (4) | | | | | | | |
| 遠隔講義 補助 | ボンナラー ムニツク | 6 | 計画 | | | | | | | | | | |
| | | | 実績 | 6/6,7,13,14,20,21 (6) | | | | | | | | | |
| 遠隔講義 補助 | ボンバンダラ バンベネット | 6 | 計画 | | | | | | | | | | |
| | | | 実績 | 6/3,7,8,10,14,15,17,24 (8) (8) | | | | | | | | | |

凡例: [] 現地作業 []

Output 1 List of Contents, Entrepreneurship

| Part | Name of Part | Chapter | Name of Chapter | Contents |
|------|-----------------------|-------------------------------------|------------------------------------|--|
| I | Entrepreneurship | 1 | Introduction to Entrepreneurship | What's an Entrepreneur, anyway? |
| | | | | Ten ways to spark your entrepreneurial spirit |
| II | Business Idea | 2 | Business Idea | Preparing to hear when opportunity knocks |
| | | | | Beginning with a Brainstorm |
| | | | | Ten best resources for gathering competitive intelligence(in Laos) |
| | | | | Ten ways to Evaluate a new business ideas |
| III | Business Plan | 3 | Business Plan Preparation | Testing an opportunity before your leap |
| | | | | Getting ready to do a business plan |
| | | | | Putting your plan together |
| | | 4 | Marketing Plan | Listening to What your industry tells you |
| | | | | What your customers can tell you |
| | | 5 | Financial Plan | Figuring out financials |
| | | | | Forecasting and Budgeting |
| | | | | Ten ways to fund your business plan(in Laos) |
| 6 | Organization Plan | Organizing Your Business for Growth | | |
| IV | Company Establishment | 7 | How to establish a company in Laos | Starting with the right legal structure |
| V | Sample Business Plan | 8 | Sample Business Plan | Learning from others |
| | | | | Ten questions to ask about your plan |
| | Appendix | | | Commercial Law in Laos |

Output 2 Books donated by Professor Takeru Ohe

Steven Peterson

| | References Books | Publishers | Authors |
|----|---|-------------------------|-----------------|
| 1 | Business Plans for Dummies | IDG Books | Steven Peterson |
| 2 | Business Plan Kits for Dummies | IDG Books | Steven Peterson |
| 3 | Entrepreneurship for Dummies | IDG Books | Kathleen Allen |
| 4 | Small Business for Dummies | IDG Books | Eric Tyson |
| 5 | MBA for Dummies | IDG Books | Kathleen Allen |
| 6 | Corporate Venture | Harvard Business School | Ian MacMillan |
| 7 | Entrepreneurial Mind Set | Harvard Business School | Ian MacMillan |
| 8 | Kigyō Senryaku | Koudansha | Takeru Ohe |
| 9 | Naze Shinkijigyou wa Shitsupaisuru noka | Nihon Keizai Shinbunsha | Takeru Ohe |
| 10 | Shinkijigyou Tachiage • Unei Knowhow | Subaru-sha | Takeru Ohe |
| 11 | Mouke no Senryaku | Toyo Keizai | Takeru Ohe |

For both managers and workers. Please answer following questions.

| | | |
|----|---|--|
| 1 | Name of our Company | |
| 2 | Your name | |
| 3 | What is your gender? | 1) Male 2) Female |
| 4 | How old are you? | () years old |
| 5 | Which province do you come from? | 1) Vientiane 2) Other provinces (Please specify your province:) |
| 6 | What is your ethnic background? | 1) Lao Sung 2) Lao Theung 3) Lao Lim 4) Others (Please specify:) |
| 7 | What is your education level? | 1) No formal education 2) Drop-out of primary school 3) Primary school graduated 4) Drop-out of secondary school 5) Secondary school graduated 6) Technical work school attended/ graduated 7) Drop-out of high school 8) High school graduated 9) Technical school attended/ graduated 10) University graduated / obtained master's degree |
| 8 | How did you find the current job? | 1) Heard from relatives and friends from the same hometown 2) Heard from school teachers 3) Heard at the previous workplace 4) Found the factory's advertisement 5) Others (please specify;) |
| 9 | What section are you currently working in your factory? | 1) Cutting section 2) Sewing section 3) Quality control/ Assurance section 4) Washing and packing section 5) Administration office 6) Others (Please specify:) |
| 10 | What is your position in your factory? | 1) Operation staff 2) Line supervisor 3) Section manager 4) Administration office staff 5) Other (Please specify:) |
| 11 | How much did you earn last month? | () kip |
| 12 | Did you do over-time work? | 1) Yes 2) No |
| 13 | If you answer 'yes', how many extra hours did | () hours |

Questionnaire for Textile Industry employees in Vientiane, Laos

| | | |
|----|---|---|
| | you work per day? | |
| 14 | How many days of absence did you take last month? | () days |
| 15 | How long have you been working for the current factory? | 1) less than three months 2) 3 months ~ 6 months 3) 6 months ~ one year 4) one year ~ three year 5) more than three years |
| 16 | Before working in the current factory, what were you doing? | 1) I was a student. 2) I was helping family's farming. 3) I was working for another garment factory. 4) I was working for a government office. 5) I was in a military. 6) I was working for another industry. (please specify your previous industry:) 7) Others |
| 17 | How many times have you ever changed jobs in the past five years? | 1) None 2) () times →Please specify the reason you changed your job(s). a) Salary was too low b) Working hours were too long c) Health condition was damaged d) Others (Please specify) |
| 18 | Have you ever received any training related to your current work? If yes, please tell what kind of trainings you received and when and where you received the training. | 1) Yes (types of training:) (when:) (where:) 2) No |
| 19 | Do you want to have any training to improve your skills in this company? | 1) Yes 2) No 3) Don't know |
| 20 | Do you have any secondary job in addition to working at this factory? | 1) Yes 2) No |
| 21 | What do you want to do for the next 3 years? | 1) Continue to work at this factory to be promoted 2) Move to another factory 3) Change a job to another industry 4) Go back to home village to help family 5) Get married and take care of family 6) Go back to school for further studying 7) Others (Please specify:) 8) I don't know. |

Questionnaire for Textile Industry employees in Vientiane, Laos

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| 22 | Why did you decide to work for this factory? (You can choose more than one) | 1) Friends are working 2) The factory is air-conditioned 3) I want to get skills 4) I need money to live for 5) The factory has a dormitory. 6) The factory has transportation services for commuting 7) The factory provides meals 8) The factory listens to workers' opinions 9) Others (Please specify:) |
|----|--|--|

For managers only, please answer following additional questions.

| | | |
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| 23 | What kind of skills does your factory the most urgently need? | 1) Line manager 2) Quality control worker 3) Skilled work, such as sewing and cutting 4) Factory manager 5) Administration officer, such as finance, accounting, and marketing. 6) Others (please specify:) |
|----|---|---|

| No.1: Fancy Garment Limited (Meeting with Ms. Phengphanh Boutsivongsakd, Managing Director) | | |
|---|--|---|
| 1 | Ownership | 100% Lao national |
| 2 | Start up Year | Approved in mid-1992 Start production in 1993. Land and factory buildings were gained from the Government in an exchange of land for Kaysone Museum that her family used to own. |
| 3 | CEO | Ms. Phengphanh Boutsivongsakd (She also owns Fancy Garment II, which was started in 2003 and currently has 36 workers with 30 machines.) |
| 4 | Paid-up Capital (Capital Investment) | 153,000 USD that was borrowed from Central Bank for the purpose of purchasing of 66 brand-new sewing machines. Payments were completed within 6 years. |
| 5 | Annual Gross Sales in 2004 | 480,000 USD (gross) (40,000 USD per month at minimum) |
| 6 | Profit or Loss | Gained profit in 2004 |
| 7 | Main Products | T-shirts, fleeces, sweatpants, and female underwear. |
| 8 | Number of Machines | 200 (mainly from Japan and Korea) |
| 9 | Capacity of Production | 75,000 pieces per month |
| 10 | CMT or FOB | CMT |
| 11 | Design by yourself or others | Designed by clients. Fancy Garment is a CMT manufacturer. Fancy has three clients from Thailand, one of which is only for female underwear. |
| 12 | Market for Product, Export to USA | 85% for UK. 15% are for France and others. |
| 13 | Raw material buying sources | 100% from Thailand |
| 14 | Sales Channel | N.A. (seems no direct channels) |
| 15 | Transportation of products (to where and cost) | N.A. |
| 16 | Number of Workers | 258 workers. Average age is around 23 years old. Most of them have a elementary or lower secondary degree. |
| 17 | % of Female Workers | 80% of all the workers. Males are mainly working at cutting and packing section. Females are |

Profiles of Garment Factories in Vientiane areas

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| | | mainly for sewing section. |
| 18 | % of workers from provinces | N.A. |
| 19 | Wage per Worker (minimum, average) | Average 30 USD per month |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Accommodation at a dormitory, lunch, transportation. |
| 21 | Dormitory for Workers | Yes. 70% of workers are living in a dormitory. There is a night shift. |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ year | N.A. |
| 24 | Attendance ratio/ average | N.A. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | On the job training. Beginners on sewing are on training for the first one to two weeks on training, cutting requires training for 2 months. JICA experts are offering two-hour training 2-3 times in a week, which helps workers to improve their skills. In addition, a Thai expert who used to be a manger at a factory is hired in three years. Samples made on training are not used for products. |
| 26 | Recruitment of Workers | 65% of workers are coming from remote areas, especially from Northern part of the country. They are recruited mainly through the word-of-mouth communication among friends. |
| 27 | Trouble with Workers | 1) lack of skilled labors, especially in packing 2) product quality control. Improvement of workers' quality is a big issue which the government should consider to take actions. |
| 28 | Request to the government | <ul style="list-style-type: none"> ■ In addition to the government's export promotion policies, advices are welcomed on how to increase exports, such as financial supports to increase capital for FOB business, employees training, and production management. ■ Preferential interest rates to textile business (reduction of current interest (12%) to 6 to 7 %) are desirable since investment to industry takes time to make a profit. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Ms. Boutsivongsakd is a wife of a person who is a chairman of textile and garment industry association in Laos. Fancy Garment is her own business. She was a government official before starting the factory, has no previous experiences in the industry. She attended JICA training. ■ Transportation to Thailand is very expensive. To carrying products to Nonkai costs 9000 baht |

Profiles of Garment Factories in Vientiane areas

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| | | <p>per container. We got a copy of a receipt of transportation.</p> <ul style="list-style-type: none"> ■ Ms. Boutsivongsakd is interested in shifting her business from CMT to FOB if financially supported. |
| 30 | Comments on the factory | <ul style="list-style-type: none"> ■ Factory is air-conditioned. ■ There is a training room for beginners in a factory ■ Workers seem working in a very friendly environment compared to other JV and FDI factory. ■ Production lines are: cutting, sewing (3 lines), and pressing and packing. There is a small storage. ■ Photos are allowed inside the factory. |

Profiles of Garment Factories in Vientiane areas

| No.7: Aporn Lao, Co., Ltd. Meeting with Mr. Somhiene Saiyadeth, Chairman | | |
|--|--|---|
| 1 | Ownership | 100% Lao national |
| 2 | Start up Year | 1990. |
| 3 | Paid-up Capital (Capital Investment) | <p>Around 300,000 USD at the launching (registration was done by Lao kip. It could now worth of 500,000 USD substantially including buildings and machines.</p> <p>For purchasing sewing machines, the company borrowed 1,100,000 USD as a bank loan and 200,000 USD from IFC. All the payments were completed.</p> |
| 4 | CEO | Mr. Somhiene Saiyadeth, Chairman. He is also Managing Director of Lao Garment Co. Ltd. (JV) and Adviser for Trio Export Co., Ltd. (FDI). |
| 5 | Annual Sales in 2004 | 3.6 million USD. (16-18 million USD for the three companies) |
| 6 | Profit or Loss | Gained profit in 2004 |
| 7 | Main Product | T-shirts, trousers, and jackets. |
| 8 | Number of Machines | 357 (=500/1.4) |
| 9 | Capacity of Production | 40,000 pieces of T-shirts per month. (138,000 among three companies he has) |
| 10 | CMT or FOB | Mainly CMT. Sometimes, does FOB based on client's request, but difficult to increase FBO due to financial constraints. |
| 11 | Design by yourself or others | Sometimes designs by itself based on a client's request. |
| 12 | Raw material buying sources | N.A. |
| 13 | Market for Product | 95% to EU market. 70% to France and Germany as a entry point of EU market. Export to US market has just started in 2004 and expect to increase. |
| 14 | Sales Channel | Not directly |
| 15 | Transportation of products (to where and cost) | N.A. |
| 16 | Number of Workers | 500 workers. Average age is between 23- 24 years old. |
| 17 | % of Female Workers | 92% of all the workers. |

Profiles of Garment Factories in Vientiane areas

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| 18 | % of workers from provinces | Mostly from Vientiane area. |
| 19 | Wage per Worker (minimum, average) | Minimum base salary is 30 USD per month, plus additional salary based on performance. A line manager earns 70 USD per month. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Transportation services. No dormitory. |
| 21 | Dormitory for Workers | No. Lao Garment and Trio Lao have. |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ year | N.A. |
| 24 | Attendance ratio/ average | N.A. |
| 25 | Training for Workers | On the job training. Beginners are on training for the first two weeks on training. Technical experts and supervisors are from Thailand, the Philippines, China, Sri Lanka, and Pakistan. No Lao supervisors. There is a training room for beginners in a factory. |
| 26 | Recruitment of Workers | Lao Garment (employees from Northern part), and Trio Lao (from Southern part of the country). Recruitment through introduction from village chiefs, and putting advertisement in front of the factory. |
| 27 | Problem with Workers | A major issue (not troubles) is lack of skilled labors. There is an urgent need to train skilled labors and management staff at technical schools and universities. In Lao, there is no official training program, even though there are 25,000 employees working in textile and garment industry. |
| 28 | Request to the governments | <ul style="list-style-type: none"> ■ a) Financial support to start FOB business; b) deregulation, such as speeding up documentation procedures; c) marketing related support, such as making bilateral investment and trade agreements to boost Lao's exports. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Advices on how to export to the Japanese market is welcomed. ■ Mr. Saiyadeth used to be a government official, has studied abroad. He is a successful Lao businessman, and also very active in human resources development and education in Laos, and a managing committee President of the Foundation for Promoting Education. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Factory is mostly air-conditioned and has ceiling fans. ■ Five Production lines on sewing section. ■ Photos are allowed inside of the factory. |

Profiles of Garment Factories in Vientiane areas

| No.3: VM Inter Garment (Meeting with Mr. Sang, Export/Quality Control Manager) | | |
|--|---|---|
| 1 | Ownership | JV (80%Thailand and 20%Laos) |
| 2 | Start up Year | 1990 |
| 3 | CEO | Mr. CHOCHARA MAHRTHIVANITCHA(Thai) visits Laos 3 days in a week, |
| 4 | Paid-up Capital (Capital Investment) | 800,000 USD |
| 5 | Annual Gross Sales in 2004 | N.A. |
| 6 | Profit or Loss | Profit |
| 7 | Main Products | Trouser, Pants and Short |
| 8 | Number of Machines | 450 (JUKI) |
| 9 | Capacity of Production | 100,000 ~ 150,000 pieces / month |
| 10 | CMT or FOB | CMT |
| 11 | Design by yourself or others | Mainly by customers in Thailand |
| 12 | Market for Product, Export to USA | EU (Norway, Sweden, Finland, Iceland, Germany and Denmark) |
| 13 | Raw material buying sources | Customers in Thailand |
| 14 | Sales Channel | No |
| 15 | Transportation of products (to where and cost) | Transport via Nongkhai to Bangkok port, then to EU market. |
| 16 | Number of Workers | 850 |
| 17 | % of Female Workers | 88% (Male: 76 Female: 749) (average age 15 - 18) |
| 18 | % of workers from provinces | N.A. |
| 19 | Wage per Worker (minimum, average) | Lower: 230,000~300,000 kip Higher 800,000~1,000,000 kip (After tax) |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | 1,000 kip/day for lunch Overtime work is paid double for wage plus 1000 kip for dinner |
| 21 | Dormitory for Workers | Yes (1 Dormitory). |
| 22 | Transportation Services | Yes (3 trucks) |

Profiles of Garment Factories in Vientiane areas

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| 23 | Turnover of employees/ month | N.A. |
| 24 | Attendance ratio/ average | N.A. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | On the job training for 3 months (minimum salary 200,000 kip/month paid) |
| 26 | Recruitment of Workers | Local recruitment |
| 27 | Trouble with Workers | Quality control |
| 28 | Request to the government | <ul style="list-style-type: none"> ■ Improvement of documentation's process, such as export licenses because the process takes time too long and there is no standardized format. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Quality control - Every week the manager comes from Thailand to check the quality. ■ Trainer and supervisor are also from Thailand. ■ Laotian workers with 1 or 2 year experiences area in charge of quality control. ■ Mr. Sang used to be a public officer, and joined the company in 1997. ■ Working hours : regular 8-5, overtime 5:30 – 9:00 |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ 4 detached facilities, separated sections of cleaning packing, washing, iron and training. ■ Some workers are wearing masks. ■ Air conditioned ■ There is a training room. ■ Taking photos were prohibited. |

Profiles of Garment Factories in Vientiane areas

| No.4: Lao Euro Asia Co. Ltd (Meeting with Mr. Hafeedh Ben Mariem-General Manager) | | |
|---|---|---|
| 1 | Ownership | FDI (100% France) |
| 2 | Start up Year | 1992 |
| 3 | CEO | French Managing Director based in Bangkok (headquarter) |
| 4 | Paid-up Capital (Capital Investment) | 1 million USD |
| 5 | Annual Gross Sales in 2004 | 3 -4 million USD from export |
| 6 | Profit or Loss | N.A. |
| 7 | Main Products | 80% of products are garment for babies and 20% is for ladies |
| 8 | Number of Machines | 500 with 8 production lines |
| 9 | Capacity of Production (piece/ year) | 1,555,000 /month (about 50% capacity) |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | Most cases are as orders but sometimes making designs if required |
| 12 | Market for Product, Export to USA | France (70%), Germany, UK and USA in near future (negotiating about trade agreement now) |
| 13 | Raw material buying sources | Thailand (majority), China, Vietnam Accessories are mainly from Thailand |
| 14 | Sales Channel | Direct |
| 15 | Transportation of products (to where and cost) | Friendship Bridge – Nongkhai - Bangkok port |
| 16 | Number of Workers | 60 at the beginning and 350 now |
| 17 | % of Female Workers | > 70 % |
| 18 | % of workers from provinces | N.A. |
| 19 | Wage per Worker (minimum, average) | Count by pieces – give objective per day. Basic salary: 200 000 kip/month Ranging from 30 -40 USD/month to 120USD/month |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Meals and accommodation |

Profiles of Garment Factories in Vientiane areas

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| 21 | Dormitory for Workers | 1 but few live there since they do not like to live in dorm (10-15 workers) |
| 22 | Transportation Services | 5 buses |
| 23 | Turnover of employees/ year | N.A |
| 24 | Attendance ratio/ average | N.A. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | On the job training by foreign supervisors(mainly recruit workers with experiences) about 2 weeks, depends on the person |
| 26 | Recruitment of Workers | From recommendation of village chief, workers and drivers from 15 – 20 km around |
| 27 | Trouble with Workers | No problem |
| 28 | Request to the government | N.A. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Average age of workers: 18-20 years old ■ The manager was a factory supervisor on training in Tunisia prior to working in Laos and now apply that experiences on the line training such as giving people notes while working to tell him/her to observe who is working efficiently. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ No air condition ■ Have cutting machines ■ Taking photos were prohibited inside factories |

Profiles of Garment Factories in Vientiane areas

| No.5: Creative Business Corp., (LAO) Ltd. (Meeting with Mrs. Tomita) | | |
|--|---|--|
| 1 | Ownership | 100% Japan |
| 2 | Start up Year | 1997 |
| 3 | CEO | Mr. Yasusuke Tomita (Managing Director) |
| 4 | Paid-up Capital (Capital Investment) | 30 million YEN |
| 5 | Annual Gross Sales in 2004 | 1 million USD |
| 6 | Profit or Loss | Gained Profit |
| 7 | Main Products | Baby garment("PAPP"), home furnishing goods ("Polo Ralf Lauren") |
| 8 | Number of Machines | 50 - 60 |
| 9 | Capacity of Production (piece/ year) | 60,000 pieces in 2004 |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | Designed by customers for baby garment |
| 12 | Market for Product, Export to USA | Only Japan |
| 13 | Raw material buying sources | 90% from Thailand 10% from Japan. 80% of accessory from Japan |
| 14 | Sales Channel | Direct (for baby garment, all the orders come from chogin.) |
| 15 | Transportation of products (to where and cost) | From Vientiane via Thailand to Japan by either air or sea cargo. |
| 16 | Number of Workers | 70-80 |
| 17 | % of Female Workers | About 90% of all the workers. |
| 18 | % of workers from provinces | N.A. |
| 19 | Wage per Worker (minimum, average) | Minimum 300,000 kip as a base salary, plus performance salary |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | 1,000 kip for each lunch and OT dinner, transportation by truck. |
| 21 | Dormitory for Workers | No |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ year | 10 workers quit per month |

Profiles of Garment Factories in Vientiane areas

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| 24 | Attendance ratio/ average | 2 or 3 people are sure to absent in a day. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | No formal training session and section. New unskilled employees begin from simple task and more to higher skilled tasks gradually in a line. |
| 26 | Recruitment of Workers | No advertisement. Though the word-of-mouth communication among friends. |
| 27 | Trouble with Workers | 1) High absence ratio is a big problem. The manager wants to know how to increase worker's attendance. 2) Low retention ratio of workers, the manager wants workers to continue to work for them longer. 3) Lack of skilled labors and Laotian line supervisors. |
| 28 | Request to the government | N.A. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Mr. and Mrs. Tomita come to Vientiane from Bangkok by turn at 10 days or one week. ■ The determinants of FDI is 1) low wage 2) language (Lao people understand Thai) 3) low corporate tax 4) 0% import tax in Japan. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Factory is no air-conditioned. ■ There are more rooms (spaces) for putting on some more sewing machines in a factory. ■ Photos are allowed inside the factory. ■ Almost all of Workers have no mask. |

Profiles of Garment Factories in Vientiane areas

| No.6: Great-Lao Garments (Meeting with Mr. Somsook BANDEYONG, Deputy Managing Director) | | |
|---|--|--|
| 1 | Ownership | FDI (100% Taiwan) HQ in Taiwan. Great Lao, Lanxang Garment and Wonderful Garment are the same group company. |
| 2 | Start up Year | 1990 |
| 3 | CEO | Mr. George-Wu (Taiwanese) |
| 4 | Paid-up Capital (Capital Investment) | 1) 2 million USD (registered capital), 2) 3.5 million USD (accrued capital) |
| 5 | Annual Gross Sales in 2004 | 4 million USD gross income |
| 6 | Profit or Loss | Gained 100,000 USD profit last year. Some year they gain profit, and some year they lose. |
| 7 | Main Products | Women-shirt |
| 8 | Number of Machines | 500 sewing machines, all machines-700 |
| 9 | Capacity of Production | 25,000 pieces per month |
| | CMT or FOB | FOB to Bangkok. |
| 10 | Design by yourself or others | Mostly Designed by customers. |
| 11 | Market for Product, Export to USA | 100 % for EU. 8 countries; France, Great Britain, Germany, Italy, Denmark, Swiss, Sweden and Spain) |
| 12 | Raw material buying sources | From Thailand. They have a office in Thailand, and that office send the raw materials to Vientiane. |
| 13 | Sales Channel | No. Sent directly from Bangkok to their client. Parent company does sales. |
| 14 | Transportation of products (to where and cost) | By truck. Vientiane-Nongkhai-Thailand, then reload in Nongkhai. |
| 15 | Number of Workers | 1,000 workers. |
| 16 | % of Female Workers | 95% of all the workers. |
| 17 | % of workers from provinces | 70% of all the workers come from provinces. |
| 18 | Wage per Worker (minimum, average) | <ul style="list-style-type: none"> ■ Average 45 USD per month including meal (2000kp) and OT. ■ Minimum wage is 150,000kip per month. They have a plan to increase their wage to 270,000 kip per month (1 USD per day). ■ 70,000kip bonus for no absence. |

Profiles of Garment Factories in Vientiane areas

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| 19 | Fringe Benefit (such as meals, dormitories, etc.) | Accommodation at a dormitory, meal, transportation, and social welfare. As for the social welfare, the company pays 50%, worker pays 45 %, and probably the government pays 5 %. |
| 20 | Dormitory for Workers | Yes. 70% of workers are living in a dormitory. |
| 21 | Transportation Services | Yes |
| 22 | Turnover of employees/ year | 3-5% of all the staff quit per month. |
| 23 | Attendance ratio/ average | 95% |
| 24 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | They have 3-7 days training for beginners. |
| 25 | Recruitment of Workers | <ul style="list-style-type: none"> ■ They don't use any media advertisement for recruitment. They are recruited mainly through the word-of-mouth communication among friends. ■ They focus on recruitment of female worker aged more than 18 years old. |
| 26 | Trouble with Workers | Workers steal the products. |
| 27 | Business Environment (wages, request to the government, etc.) | <ul style="list-style-type: none"> ■ Extra wage for OT and Holidays; 1)OT-1.5 times, 2)Holiday-3 times ■ The workers work from Mon. to Sat. |
| 28 | Any other information from the meetings | <ul style="list-style-type: none"> ■ 7 supervisors: packing department-Chinese, cut department-Taiwanese, iron department-Taiwanese, sewing department-Laotians, QC-Laotian. |
| 29 | Comments on the Factory | <ul style="list-style-type: none"> ■ Factory is air-conditioned. ■ Factor has fan. ■ There is enough light. ■ JUKI sewing machines. ■ Photos are not allowed inside the factory. ■ No mask. |

Profiles of Garment Factories in Vientiane areas

| No.7: Trimax Garment (Meeting with Mr. Narong Souvannaah, General Manager) | | |
|--|--|--|
| 1 | Ownership | FDI (100% Thai) Headquarter in Thailand, named as Namyan Textile. |
| 2 | Start up Year | 1994 |
| 3 | CEO | Mr. Chavalit (Thai) as Chairman |
| 4 | Paid-up Capital (Capital Investment) | Registered capital in 1994 was 3.358 million USD. |
| 5 | Annual Gross Sales in 2004 | N.A. |
| 6 | Profit or Loss | Gained profit in 2004 |
| 7 | Main Products | Short trouser, jacket, polo shirt, and swimwear |
| 8 | Number of Machines | 700 sewing machines |
| 9 | Capacity of Production (piece/ year) | 1,200,000 dozen/months – 14, 400,000 dozen/ year |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | 80% from Europe, such as France and UK. 20% of designs are modified by the company. |
| 12 | Market for Product, Export to USA | France and UK. The company is planning to export to US market in 2005. |
| 13 | Raw material buying sources | 95% from Thailand, 5% from Taiwan and HK |
| 14 | Sales Channel | Sent directly to Europe |
| 15 | Transportation of products (to where and cost) | High transportation cost is problematic. Even though the Company is Thai, trucks from Laos are needed to reload products in Nongkhai. |
| 16 | Number of Workers | 850 workers. |
| 17 | % of Female Workers | 90% of all the workers. |
| 18 | % of workers from provinces | Around 50% of all workers. |
| 19 | Wage per Worker (minimum, average) | Minimum: 30 USD per month, which excludes overtime. Average: 50 USD including overtime. Up to 60 hours of overtime are allowed by a law. Overtime is paid 1.5 times higher than regular working hours. Wages are paid twice a month on each 10 th and 25 th . 1500 kip is provided for lunch. 26,000 kip/per month are paid as no-absence bonus. |

Profiles of Garment Factories in Vientiane areas

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| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Accommodation and transportation. |
| 21 | Dormitory for Workers | Yes. 50% of workers are living in a dormitory. |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ year | 3-5 % per month |
| 24 | Attendance ratio/ average | N.A. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | On the job training. 15 days to 2 month training are provided depending on skills of labor. 30 supervisors oversee products line. Some are from Thailand, but most of supervisors are the Laotian, who used to work for other garment factories. |
| 26 | Recruitment of Workers | Advertisement on radio, newspapers, and banners. |
| 27 | Trouble with Workers | No problem |
| 28 | Request to the Government | The company has been requesting the government to reduce transportation cost to Thailand for five years, but no improvement at all on the matter. |
| 29 | Any other information from the meetings | ■ A peak season is between February and April. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Sewing section is air-conditioned. Sewing machines used are JUKI and Pegasus. ■ The company owns 20 automated sewing machines for sewing appliques. They are made in Japan. The company receives orders from other garment factories in Vientiane. ■ Workers wear masks especially at sewing sections. Masks are provided for the work by the company. Workers also wear uniforms, which distinguish workers from their function. Navy polo shirts represent workers, red polo-shirts are quality control and quality assurance, and blue shirts stand for supervisors. ■ Inside factory is not perfectly clean. Pieces of cloths are scattered on the floor. Sewing section is the cleanest section, but storage and cutting section is very dark and dirty. Some workers are working outside of factory buildings. Workers at storage and cutting section are listening to music while working. ■ Taking photos are prohibited. |

Profiles of Garment Factories in Vientiane areas

| No.5: Kianvilay Garment (Meeting with Mr. Muhammad Akber (SHANY), Factory Director (from Pakistan) and Mr. Phomma Insysengmat, Production Manager, Import-Export Manager) | | |
|---|--|--|
| 1 | Ownership | 100% Laos national They have another company, RICCARDO GARMENT International since Kianvilay Garment does not have enough capacity. 80% of the products in these two companies are similar. |
| 2 | Start up Year | 1994 |
| 3 | CEO | Mr. Kianvilay (Laotian) |
| 4 | Paid-up Capital (Capital Investment) | 700,000 USD (present total capital) |
| 5 | Annual Gross Sales in 2004 | 800,000 USD / year |
| 6 | Profit or Loss | Mostly Profit. About 240,000 USD/ year. But there was no profit last year. |
| 7 | Main Products | Pants and Jacket, Polo T-shirt and any clothes for men and women, military clothes |
| 8 | Number of Machines | 320 (New Japanese JUKI made, new machines) |
| 9 | Capacity of Production | 50,000 pieces / month |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | No design by themselves. 100% customers design (French and UK) |
| 12 | Market for Product, Export to USA | Customers are in EU (UK, France) and Thailand. No export to USA |
| 13 | Raw material buying sources | 70% from Thailand, 15% from Vietnam, 5% from China, 1% from Korea (micro fiber) and sometimes from India. |
| 14 | Sales Channel | Direct |
| 15 | Transportation of products (to where and cost) | They transport directly to the customers from Laos via Nongkhai and China |
| 16 | Number of Workers | 560 workers, whose average age is 20 years old. |
| 17 | % of Female Workers | 90% |
| 18 | % of workers from provinces | 80% from the other provinces such as Savannakhet, Luangphabang |
| 19 | Wage per Worker (minimum, average) | Average: \$50 Min.: \$25 -30 plus performance wage depending on the productivity |

Profiles of Garment Factories in Vientiane areas

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| | | Overtime work wage should be 1.5 times of the regular wage Overtime is from 5 to 10 pm . No-absent bonus \$10 /month. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Accommodation, transportation and 3 times rice per day |
| 21 | Dormitory for Workers | 2-3 dormitories with 80% of the workers. The one near the factory is for women. Two more dormitories near the company are under construction. |
| 22 | Transportation Services | 2 cars for transportation |
| 23 | Turnover of employees/ year | 3-5 % workers quit per year |
| 24 | Attendance ratio/ average | In average, 2-3 % of workers are absent |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | Usually they do not practice OJT because they hire experienced workers. For beginners, there is 1-2 weeks training. 7 supervisors for 7 lines and 2 managers of supervisors for sewing and ironing. |
| 26 | Recruitment of Workers | Announcement to workers and workers visit their company for hiring |
| 27 | Trouble with Workers | N.A. |
| 28 | Request to the government | Zero tax on import and export and GSP are welcomed if the government promotes |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ In peak season (winter), the turnover is about 30 USD/month and in low season the turnover is about 10,000 USD/month. Low season: from June to October. ■ They produce military cloths for EU market (such as Italy, Netherlands etc.) and they display the mannequins in military cloths in the office. <p>CEO's background is business alone, educated abroad. Mr. Insyicngmai, production manager joined the company 4 years ago after having studied in Singapore(MBA) and worked in Thailand.</p> |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Factory is not air-conditioned. There are only fans working. No windows but the doors are opened. The working environment in the factory is not good, hot and wet. ■ Not so automated and disorganized ■ As the factory facility becomes too small to have a number of the workers, an additional large facility is under construction. ■ There is no training room in the factory. ■ All the workers do not wear masks. |

Profiles of Garment Factories in Vientiane areas

| No.9: Lao Garment (Meeting with Mr. Chamlong Janetanakit, President) | | |
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| 1 | Ownership | FDI(100% Thailand) |
| 2 | Start up Year | 1990. The owner has following 4 company: 1/ TRIO (LAOS) EXPORT CO.LTD 2/ LAO GARMENT CO. LTD 3/ KTC LIMITED (marketing and financing) (JV with Austrian Company), which has office in HK. 4/ FIRST TRADE CO. LTD (Thailand office) |
| 3 | CEO | Mr. Chamlong Janetanakit (Thai), who worked in the buying department of a Canadian company for more than 25 years , and currently is commuting from Bangkok (Wednesday to Friday in Vientiane) |
| 4 | Paid-up Capital (Capital Investment) | 990,000 USD |
| 5 | Annual Gross Sales in 2004 | 10 million USD / year |
| 6 | Profit or Loss | Last year made loss since sales price reduced 50% |
| 7 | Main Products | Garment from knitted fabric, T-shirt, Polo shirt, knitted jacket for male and female. |
| 8 | Number of Machines | 1200 machines (1000 sewing machines and 200 supporting machines) |
| 9 | Capacity of Production | 4,800,000 pieces / year (400,000 pieces / month) |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | Do not design by themselves but by customers |
| 12 | Market for Product, Export to USA | <ul style="list-style-type: none"> ■ Puma to German, Argentina, Mexico, UK, Arabic countries, and Thailand ■ Champion to warehouse in Belgium ■ Benetton to Italy and then distributed to other countries ■ The factory exports to USA for Spider and Diesel products |
| 13 | Raw material buying sources | <ul style="list-style-type: none"> ■ 100% cotton materials from China (70%), Thailand (20%) and Taiwan (10%) ■ Polyester: Taiwan (60%), Thailand (40%) |
| 14 | Sales Channel | Through KTC in charge of marketing and finance |
| 15 | Transportation of products (to where and cost) | <ul style="list-style-type: none"> ■ Transportation via Nongkhai to Bangkok |

Profiles of Garment Factories in Vientiane areas

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| | | <ul style="list-style-type: none"> ■ Use 40-feet containers which make per unit cost become cheaper than trucks (0.0025 cents/piece of T-shirt) because one container has 55 000pieces on board, and no need to reload on the boarder once it is sealed. ■ In peak season : 5-6 containers per week |
| 16 | Number of Workers | 650 |
| 17 | % of Female Workers | 95% |
| 18 | % of workers from provinces | 75% |
| 19 | Wage per workers (average, minimum) | Min. : 26USD/month for 8 hours/day and 6 days/week Average: 52USD/month No-absence bonus : 10% of main salary |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Rice, and dormitory |
| 21 | Dormitory for Workers | 1 building for 900 peoples |
| 22 | Transportation Services | Pay by money to workers |
| 23 | Turnover of employees/ year | Average 3%/month |
| 24 | Attendance ratio/ average | 97% |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | <ul style="list-style-type: none"> ■ Recruit new workers and train in their own training center ■ Always have about 40-50 workers on training ■ 1 training course is 1 month ■ Pay minimum salary during the training time ■ There is 1 supervisor per line (all are Laotians) and there are 32 production lines ■ A Chief supervisor is Thai, a production manager is Pilipino, a technician is German, mechanics are Pilipino and Thai, and QC is from EU (Scotland) |
| 26 | Recruitment of Workers | <ul style="list-style-type: none"> ■ Announcement to workers ■ About 10 – 15 new entrants in a month |
| 27 | Trouble with Workers | No |
| 28 | Request to the government | Requesting to the government through the textile industry association of Lao |

Profiles of Garment Factories in Vientiane areas

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| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Choose Laos because of quotas. ■ Efficiency of Laotian workers is about 70% of Thai and 50% of Chinese (change style, fabric is not on time). Improving efficiency of workers is a big issue to receive bigger volume of orders ■ Low season for EU market is February – March, and high season for summer clothes is August – September, and high season for winter clothes is April to July Expect to the USA market to fill in production of factory's low season ■ There is harsh competition from China since China can comply with the requirement of the customers which is expensive and in large quantity ■ No subcontractors ■ All orders are approved, just < 0.5% is rejected |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Company is very well-organized and have good management ■ The output and the scale of the company is very impressive ■ With AC and enough lighting ■ Provide mask and cap but just emphasize in the cutting room ■ Music in the factory ■ Machine from Germany ■ Checking materials and color fading of clothes before producing ■ Donate sample products by workers on training to local NGOs ■ For final products, needle detectors check there's no needles inside the products. ■ Transportation by a container to a port in Bangkok. The team will separate the products in case there are many brands in the same containers ■ Photos are not allowed inside factories |

Profiles of Garment Factories in Vientiane areas

| No.10: LAO UNIVERSE Garment (Meeting with Mrs. Annusone KEOBANDITH Deputy Managing Director) | | |
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| 1 | Ownership | J/V (50% Laos and 50% Thailand) Thai participation is only for capital. |
| 2 | Start up Year | 1990 |
| 3 | CEO | Mrs.Chanthachone Vongsay (Managing Director), who is a sister of interviewee. |
| 4 | Paid-up Capital (Capital Investment) | 2 million USD including machines and building and so on. |
| 5 | Annual Gross Sales in 2004 | 280,000 USD in 2004. |
| 6 | Profit or Loss | Gained loss in 2004, but usually every year profit. 2004 was a harsh year for all the Laotian factories, due to less order from France. In September there is no order because an event in France. No one is shopping in Paris. When there is no order, the company do sub-contract |
| 7 | Main Products | Woven Pants, Shorts, Bermuda for men women and children. Not jacket now |
| 8 | Number of Machines | 202 units if the number of workers is 350. |
| 9 | Capacity of Production (piece/ year) | According to the company profile paper, 60,000 pieces per month. 350,000 pieces/ year for export. |
| 10 | CMT or FOB | CMT. The company wants to do FOB. |
| 11 | Design by yourself or others | Customer design |
| 12 | Market for Product, Export to USA | 100% France (Paris) / but according to the company paper, their market is for EU countries(Interviewee want to export to USA in the future) |
| 13 | Raw material buying sources | provide by their customer |
| 14 | Sales Channel | Via Nongkhai by truck to Paris |
| 15 | Transportation of products (to where and cost) | From Laos through Nongkhai to Bangkok in Thailand. And products are reloaded on the border of Laos and Thai. And then send to France by container. |
| 16 | Number of Workers | Maximum number is 325, Minimum one is 315. / According to the company profile paper, the number is 350. |
| 17 | Number of Female Workers | About 80% of all the workers. |
| 18 | % of workers from provinces | 10% |

Profiles of Garment Factories in Vientiane areas

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| 19 | Wage per Worker (minimum, average) | The factory has a salary grading system.(A)for the high skilled workers, average 120 USD per month which is max. (B) 100 USD per month (C) 50-60 per month, and one more grade for the unskilled workers 30 USD. The workers salary is composed of basic salary, performance salary, meals(150,000 kip/month), and no absence bonus(100,000 kip/month). Unskilled workers are only paid for minimum salary of 30 USD. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Dormitory and transportation. |
| 21 | Dormitory for Workers | Yes. It has 4 dormitory for female workers in which 80 workers live at the moment. |
| 22 | Transportation Services | Yes. 4 trucks |
| 23 | Turnover of employees/ year | 5-6 persons quit per month. Once some people have gone out and soon come back in one or two week |
| 24 | Attendance ratio/ average | 2-3 persons are absent in a day. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | On the job training from for 2-3 days to for 2-3 weeks to provide basic skills. There is no training room or section. |
| 26 | Recruitment of Workers | Announcement to workers and word of mouth through their family and friends. |
| 27 | Trouble with Workers | When the style or pattern of products changes, workers has difficulty in producing. Some workers don't want to be switched to other tasks. Workers tend to stay at the same work. |
| 28 | Business Environment (wages, request to the government, etc.) | N.A. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Customers --DITEX PARIS, (The biggest of all customers) CASINO, AUCHAN, CORA, INDOPRIDE, CAREFAX(LONDON), VM LAO, TRIO LAO ■ Supervisors are all women. ■ Her brother-in-law is a manager of LAO BEER Company, who introduced a Thai partner to the factory ■ Interviewee studied in design and worked for a textile company. She participated in a management training course in Singapore. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Sewing section is not air-conditioned. Sewing machines name is JUKI and Brothers which looks all second handed. |

Profiles of Garment Factories in Vientiane areas

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| | <ul style="list-style-type: none"> ■ Workers wear no masks and no caps. Workers wear purple uniforms ■ Taking photos are allowed. ■ Well-lighted and windows are opened ■ 4 production lines. ■ Their product, jeans, had a price tag (25 Euro) |
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Profiles of Garment Factories in Vientiane areas

| No.11: Lao Enterprise (Meeting with Ms. Sommat from Thai, Factory Manager) | | |
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| 1 | Ownership | J/V (Thailand and Laos) |
| 2 | Start up Year | 1990 |
| 3 | CEO | Mr. Mongrol Vongsyrungraeng(Thai/ lives in Thailand) |
| 4 | Paid-up Capital (Capital Investment) | The manager doesn't know. |
| 5 | Annual Gross Sales in 2004 | 1.5 million USD/ year. |
| 6 | Profit or Loss | Mostly yes, but sometime loss. |
| 7 | Main Products | Pants for men and women. Sports use. |
| 8 | Number of Machines | 120 sewing machines |
| 9 | Capacity of Production (piece/ year) | 239,730 pieces/ year (6 USD per pieces) in 2004. |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | Depend on customers. |
| 12 | Market for Product, Export to USA | EU (Especially France). No USA. |
| 13 | Raw material buying sources | Mainly from Thailand. Sometimes HK and Taiwan. |
| 14 | Sales Channel | Sent directly to customers. Transit in Bangkok mostly by ship. |
| 15 | Transportation of products (to where and cost) | This company pays the transportation between Vientiane and Nongkhai, and HQ pays the transportation between Nongkhai and Bangkok. |
| 16 | Number of Workers | 230 workers. |
| 17 | % of Female Workers | 90% of all the workers. |
| 18 | % of workers from provinces | 70 to 80% of all the workers. |
| 19 | Wage per Worker (minimum, average) | Average 45 USD/ month. 30 USD/ month (minimum) to 100 USD /month (max.). 40,000 kip/per month are paid for no-absence bonus. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | 3 accommodations, transportation and rice. |
| 21 | Dormitory for Workers | Yes. 50% of workers are living in a dormitory. Other workers from provinces (10%) live in their |

Profiles of Garment Factories in Vientiane areas

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| | | relatives' house. |
| 22 | Transportation Services | Yes (truck) |
| 23 | Turnover of employees/ year | 15 workers per month quit. Turnover rate is high during the rice planting season (also this is the peak season). |
| 24 | Attendance ratio/ average | 3-5 workers don't come to work every day. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | Yes. 1 to 2 month training for beginners. |
| 26 | Recruitment of Workers | They don't use any media for recruitment. They are recruited mainly through the word-of-mouth communication among friends. |
| 27 | Trouble with Workers | Usually no problem. Only one problem is that workers' complaint. |
| 28 | Request to the government | The company has no request to the government. They will appreciate if the government establishes a training center so that their workers can get skills. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Many workers go back to their provinces for rice planting from July to Oct. They return to work at this factory when they finish rice planting. ■ Comparing with Thai workers, Thai workers have more efficiency: They can produce more. It is because of the shortage of experiences. Ex. Thai produces 10 pieces per hour, and Laotian do 8 pieces per hour. ■ Thai workers attendance rate is higher than Laotians'. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ No AC. They have fans on the ceiling and enough lighting. ■ Sewing machines used are JUKI. ■ They have uniform (blue shirts). The company provides the uniform to the workers when they work more than two months. ■ Inside factory is clean. Workers have to take off their shoes inside the factory. ■ Taking photos was allowed (both in the office and factory). |

Profiles of Garment Factories in Vientiane areas

| No.12: Export Garment (Meeting with Mr. Saithit (Thai), Production Manager and Mr. Boonyai (Laotian), Assistant Manager) | | |
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| 1 | Ownership | FDI (100% Thailand) |
| 2 | Start up Year | 1989 |
| 3 | CEO | Mr. Viroto (Thai) as Chairman. Mr. Viroto is based in Bangkok, and visits Laos once a week. |
| 4 | Paid-up Capital (Capital Investment) | USD 2 million |
| 5 | Annual Gross Sales in 2004 | 100,000 pieces times S7-S8= 700,000 – 800,000 USD |
| 6 | Profit or Loss | Profit |
| 7 | Main Products | Trouser, jeans, and woven jacket for men and women |
| 8 | Number of Machines | 500 sewing machines |
| 9 | Capacity of Production (piece/ year) | 100,000 piece/ year |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | 100% depending on the customers' request |
| 12 | Market for Product, Export to USA | France |
| 13 | Raw material buying sources | 90% from Thailand, 10 % from Hong Kong for accessories |
| 14 | Sales Channel | No direct channels. Either parent company or agents do sales. |
| 15 | Transportation of products (to where and cost) | Transport via Nongkhai to Bangkok. They do FOB to Nongkhai. Transportation cost within Laos is covered by the company and cost to a port in Bangkok is by the parent company. |
| 16 | Number of Workers | 1150 workers. |
| 17 | % of Female Workers | 65-70 % of all the workers. |
| 18 | % of workers from provinces | Around 80% of all workers. |
| 19 | Wage per Worker (minimum, average) and bonus | <ul style="list-style-type: none"> ■ Minimum wage is 400,000 kip (40 USD) and average is 600,000 kip (60USD) (7500-8000 kip/day for unskilled workers). ■ No absence bonus is 100,000 kip per month. ■ There is a salary grading system. A for most skilled workers, B for average, and C for beginners. |

Profiles of Garment Factories in Vientiane areas

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| | | Currently, 5% of workers at grade C. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Cooked rice (3times for workers at dormitory and 2times for commuting workers), accommodation and transportation. |
| 21 | Dormitory for Workers | Yes. 6 dormitories |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ year | 1-2 workers quit per month average. |
| 24 | Attendance ratio/ average | 90 % per day. 20-30 workers do not show up everyday. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | <ul style="list-style-type: none"> ■ One week training for beginners. No training rooms or sections. Government's training center is welcomed if there is. Most of workers hired are unskilled, so if there is a government training center, the company could hire skilled workers. ■ There are 12 supervisors at the factory, who are all Laotian. There are 3 Thai managers at sewing, quality control and production section has each one Thai manager. |
| 26 | Recruitment of Workers | Advertisements on newspapers and banners in front of the factory. |
| 27 | Problems with Workers | No-show up is a problem. Especially, during rainy seasons 50-80 workers return home to help family for planting rice, which is the same season with the factory's busiest season (July to October and January), so that the company needs to recruit new workers and all the workers need to work overtime. |
| 28 | Request to the government | N.A. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ The company has 4-5 subcontractors around Vientiane constantly. The company orders easy and simple works to subcontractors. ■ Mr. Bounyai works for the company for 10 years, and used to work as an air trafficking officer of the government. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ No AC in the factory. ■ At a cutting section, more male workers than female workers. Patterns are hand written. ■ At a sewing section, there are 12 production lines, which of each has 32 machines in a line. 32X12=384 machines operating. Machines (Brother, Pegasus and Toyota) seem to be very old. Second handed machines and brand new machines are mixed. There is a person to clean up |

Profiles of Garment Factories in Vientiane areas

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| | | <p>floors.</p> <ul style="list-style-type: none"> ■ At a packing section, workers are waiting for products coming quietly. ■ At a washing section, there are more than 12 big washing machines and dryers. Mostly male workers are doing washing. There is a small room next to the washing section painting and vintage processing for jeans. ■ Working hours are 9:00-noon and 13:00-17:00. Overtime is between 18:00 and 21:00. ■ There is a clinic for workers. ■ No uniform, but masks are provided. ■ Rejection rate of QC is 1.5-2%. |
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Profiles of Garment Factories in Vientiane areas

| No.13 VISION MFG CO LTD. (Meeting with Mr. Olivier, Assistant to Managing Director) | | |
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| 1 | Ownership | FDI Hong Kong – China 100% Joint stock company of French(Mr. Philip in Hong Kong, managing director) and Chinese (Mr. Guen) and the other one (3 share holders) |
| 2 | Start up Year | 1994 |
| 3 | CEO | Mr. Philip, whose father had first invested to the company 10 years ago and left the company 7 years ago. |
| 4 | Paid-up Capital (Capital Investment) | 5.2 million USD |
| 5 | Annual Gross Sales in 2004 | 5.2 million USD / year (FOB price) |
| 6 | Profit or Loss | In current 2 years, profit. The company made losses for the first 3 years. |
| 7 | Main Products | Jeans, Shirt, Stretch design, casual sports wears (with Cotton, Nylon, Taffeta) such as jacket, short pants, jogging pants etc. for men and women O'NEIL is the largest brand in their production. Regardless of a range of casual wears they produce, the company is seen as a jeans maker with special skills of processing French style jeans. |
| 8 | Number of Machines | 240 (JUKI) 6 production lines |
| 9 | Capacity of Production | 40,000 – 70,000 pieces / month (Jeans) |
| 10 | CMT or FOB | FOB to Bangkok through Nongkhai |
| 11 | Design by yourself or others | by French or Italian customers, no designers in the company |
| 12 | Market for Product, Export to USA | <ul style="list-style-type: none"> ■ Mainly EU, France, Holland and Ireland. Export through the French agencies for sports wears and export through the European represent company "GSI" in Holland for O'NEIL. ■ No export to USA so far. ■ The company pays 10-15 % margins to the customers. |
| 13 | Raw material buying sources | Thailand, Pakistan, China, Indonesia and Taiwan |
| 14 | Sales Channel | 4 agencies, such as "Athletic GS", "super sports" (France), "GSI" (Holland) and one more agency |
| 15 | Transportation of products (to where and cost) | FOB to Bangkok |

Profiles of Garment Factories in Vientiane areas

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| 16 | Number of Workers | <ul style="list-style-type: none"> ■ 580 (present) ■ 600 workers in high season (Nov. - Feb.) and 500 workers in low season (May – Aug.) ■ adjusting number of workers by seasons |
| 17 | % of Female Workers | 400 (80% Female) |
| 18 | % of workers from provinces | 60% are from the province, 40 % are from Vientiane |
| 19 | Wage per Worker (minimum, average) | Average: \$40-45/month Min.: \$23 –25/month Supervisor: \$50-70 /month No-absent bonus \$10 /month |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | 2 meals/day (rice) |
| 21 | Dormitory for Workers | No. 60 % of workers from provinces live in Vientiane with friends. |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ month | 10-15 % per month |
| 24 | Attendance ratio/ average | Absent workers are not so many. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | 1-2 weeks training for supervisors. There are 10-12 supervisors and 4 managers in the company. (Mr. Olivier and Philippines in production management and cutting section) |
| 26 | Recruitment of Workers | Radio advertisement |
| 27 | Trouble with Workers | They have few troubles because they try to be a worker-friendly company. <ul style="list-style-type: none"> ■ They place the opinion boxes to each table for the workers. ■ Doctors come to the company 2 – 4 times per week to take care of workers health, such as prevention of Malaria. ■ Working with CARE (NGO) ■ Working with PSI for HIV/AIDS prevention programs. |
| 28 | Request to the Government | No special requests to the government. They do not need a government training school. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Originally they started the business as a textile company. - For example, in the case of Thailand, from production of fabric to delivery to Vientiane, it will take 35 – 48 days, compared with 2 weeks in China. The company will open an office in Bangkok shortly to compete with Chinese market and to strengthen quality control capacity of raw |

Profiles of Garment Factories in Vientiane areas

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| | | materials. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Clean and organized, basically white colored interior, ■ new and high-tech machines, computerized factory ■ AC or fan, no AC in sewing section. Few workers putting musk. ■ Production management room has a view of whole factory: pattern room, cutting room, sewing and trimming, packing room ■ Foreign workers; 5 Philippines (incl. technicians), 3 Thais, 1 Taiwanese, 2 Vietnamese (supervisors), 1 Sri Lankan (engineer) and 2 French (incl. manager) ■ 1/3 of sewing machines is under operation due to 'low production' season. |

Profiles of Garment Factories in Vientiane areas

| No.14: K.M.S Garment International Import-Export (Meeting with Mr.Sakum Phanthamith - Managing Director) | | |
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| 1 | Ownership | 100% Laos national |
| 2 | Start up Year | 2001 |
| 3 | CEO | Mr. Chao Sivilay (Laotian) |
| 4 | Paid-up Capital (Capital Investment) | 9 billions kip |
| 5 | Annual Gross Sales in 2004 | 4 million USD |
| 6 | Profit or Loss | N.A |
| 7 | Main Products | Women's underwear, stretches, knitted products |
| 8 | Number of Machines | 587 (JUKI, MITSUBISHI, SIRUBA and some from Taiwan) |
| 9 | Capacity of Production (piece/ year) | 12, 000 pieces/day |
| 10 | CMT or FOB | FOB |
| 11 | Design by yourself or others | By customers |
| 12 | Market for Product, Export to USA | Mainly EU (UK, Belgium, France , Poland) |
| 13 | Raw material buying sources | Thailand (90%), Hong Kong (5%), Korea (5%) |
| 14 | Sales Channel | Customers come directly. And through Thai agent (KH company) |
| 15 | Transportation of products (to where and cost) | Have trucks to pick up products and bring to Bangkok via Nongkhai |
| 16 | Number of Workers | 658 (stable throughout a year) |
| 17 | % of Female Workers | 90% |
| 18 | % of workers from provinces | 80% |
| 19 | Wage per Worker (minimum, average) | Minimum: 30USD Maximum: 300USD Average salary: 45USD include everything |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Bonus for non-absence: according to labor law. 13 th month salary bonus 3 meals/day for workers in dorm and 1 meal/day for general workers. Provide for transportation fee |
| 21 | Dormitory for Workers | Yes 3 dormitories |
| 22 | Transportation Services | Yes free shuttle |

Profiles of Garment Factories in Vientiane areas

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| 23 | Turnover of employees/ year | 10 people/month |
| 24 | Attendance ratio/ average | Less than 10 people per day because of sickness |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | 3 weeks for beginners on the line with separate machines |
| 26 | Recruitment of Workers | Workers come directly to the factory |
| 27 | Trouble with Workers | If there are festivals, they go. Not ambitious High skilled labors move to Thailand |
| 28 | Request to the government | Provision of supervisors, legal representatives, clear tax policy for a limited company; provision of trainings and leasing expensive machines like embroidery machines (which costs about 6 millions yen). |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ There are 5 buildings. 1st building: 3397 m2 with 5 sections (office, account shipping, production, personal, QC), and 2nd building: 630m2 with cutting, separate cutting, matching cutting and accounting, and 3rd building is 1050m2 with 313 workers ■ There are 7 cutting tables, 5 clothes cutting machines with the capacity of 13 000 pieces per day There are 55 staff. ■ All supervisors are Laotians. Two Thai production experts. ■ Mr.Saleum was a soldier for 12 years and studied management in Vietnam for 2 years and worked here for 10 years. He went out of the army in 1997. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ No air condition. AC is only in the embroidery room ■ No photos were allowed inside factories ■ Factory is very clean and has tiled floors ■ The factory is the most modernized and automated among other Laotian factories ■ There are 6 embroidery machines, and 7 production lines |

Profiles of Garment Factories in Vientiane areas

| No.15: PV Garment (Meeting with Mr. Phonekeo Vongsaly, President) | | |
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| 1 | Ownership | 100% Lao national. Family business (5 members). |
| 2 | Start up Year | 1993 |
| 3 | CEO | Mr. Phonekeo Vongsaly and his brother who lives in Thailand. Their father was founder. |
| 4 | Paid-up Capital (Capital Investment) | 2 million USD. |
| 5 | Annual Gross Sales in 2004 | Fell 30-40 % last year, because they changed their market strategy three years ago. It is because the customers want cheaper products with high quality. |
| 6 | Profit or Loss | Profit has declined. |
| 7 | Main Products | Cloths for men and women except for shirts and T-shirts. Has just started producing jeans. |
| 8 | Number of Machines | 500 sewing machines |
| 9 | Capacity of Production (piece/ year) | If they use the 68 % of their capacity, they can produce 600,000 pieces/ year. |
| 10 | CMT or FOB | CMT. 95 % FOB business. Sometime customers come for inspections. |
| 11 | Design by yourself or others | Depending on customers. |
| 12 | Market for Product, Export to USA | Mostly EU. Canada (Canadian customer send the products to Walmart in USA). |
| 13 | Raw material buying sources | Mainly from Thailand. Sometimes HK and Taiwan. They use Korean row material to the products for Canada, and Thai row material for Asian markets. |
| 14 | Sales Channel | Through agents in Thailand. Not allowed to contact customers directly. |
| 15 | Transportation of products (to where and cost) | FOB in Bangkok. They send products to Bangkok by truck, and the customers pick them up there. Containers are too expensive (80,000 Baht). |
| 16 | Number of Workers | 620-650 workers. Workers are all Laotians. There is no foreign worker. They want to decrease the number of the workers, and increase the level of workers' quality. |
| 17 | Number of Female Workers | 90% of all the workers. |
| 18 | % of workers from provinces | 80% of all the workers. |
| 19 | Wage per Worker (minimum, average) | ■ Average 45 USD/ month. 20 USD/ month (minimum) to 100 USD /month (max.). |

Profiles of Garment Factories in Vientiane areas

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| | | <ul style="list-style-type: none"> ■ 40,000 kip/per month are paid for no-absence bonus. ■ When worker doesn't come to work, they cut the salary of that worker. ■ They give bonus (150,000-20,000 kip) for the new workers. ■ They have bonus (10-15% of the salary) when the workers' performance is above the target. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | 4 accommodations. No meal. |
| 21 | Dormitory for Workers | Yes. 400 workers live in their 4 dormitories. |
| 22 | Transportation Services | No, because it needs high cost. |
| 23 | Turnover of employees/ year | <ul style="list-style-type: none"> ■ 4-5 % per month. Number of workers change depending on seasons, but they never lay off the workers. ■ There are three reasons of turnover: the workers want more wages, the workers want promotion, and other company hire the workers away from PV. |
| 24 | Attendance ratio/ average | 80 % in one line. Total 16 lines. They want 18 lines in future. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | They use the curriculum of UNIDO. They try to select some parts of that curriculum. They will appreciate, if UNIDO has a technical training of sewing and training for leaders of the lines. |
| 26 | Recruitment of Workers | <ul style="list-style-type: none"> ■ Banners. Before they used to advertise on media (radio), but it was not efficient. ■ They want to hire the workers aged more than 25 years old, but it is difficult to find such kind of worker. That's why they usually hire younger workers who are less than 18 years old. |
| 27 | Trouble with Workers | They have no problem with their turnover rates. Though if the turnover rate rises to 10 %, it will be a serious problem. |
| 28 | Request to the government | <ul style="list-style-type: none"> ■ Export tax is too high (1.5%). They try to negotiate with the government, and probably it will be reduced to 1 %. ■ Electricity is also too expensive. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ PV is their father's name. Their father had a trading business of logging between Lao and Thailand. ■ Elder brother is marketing manager in Bangkok, other brothers are production manager and procurement manager, and his sister works as accountant in their company. |

Profiles of Garment Factories in Vientiane areas

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| | | <ul style="list-style-type: none"> ■ The order from EU in this year comes late. ■ Their workers are in three grades. 20 % in grade A (wage: 100 USD), 50 % in grade B (wage: 40-50 USD), and 30 % in grade C (wage: 20 USD). Grade A workers usually don't quit because of the good salary and benefits. ■ They hired the foreign manager (Thai) to establish the system from 1999 - 2000. ■ Mr. Phonekeo Vongsaly studied management by himself. He received the training of UNIDO twice: five days in 2002, and 20 days in 2003. ■ High seasons are July-Dec. and now to Mar. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ No AC. They have fans on the ceiling. Inside the factory is very hot. ■ Pattern design room with AC. ■ Sewing machines used are JUKI and SINGER. They bought new machines when they started their business. ■ Music. ■ Many dusts on the floor. ■ They provide blue apron to the workers. Leaders wear red apron, and two QC workers/ line wear green apron. ■ The workers who make the samples are A-grade-workers. Their wage is twice of the other workers'. ■ QC collects dates from production line every two hours. Rejection rate is very low (less than 5%). ■ Taking photos is allowed only in the office, but not in the factory. |

Profiles of Garment Factories in Vientiane areas

| No.16: KB Garment Company Ltd. (Meeting with Mr. Som Phane, Factory Manager) | | |
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| 1 | Ownership | FDI (100% France) |
| 2 | Start up Year | 2002 |
| 3 | CEO | Mr. Khamboth Sananikone (Lao-French) as President, who is currently in Nongkhai. |
| 4 | Paid-up Capital (Capital Investment) | USD 120,000 (registered) |
| 5 | Annual Gross Sales in 2004 | 497,432,060.35 Kip in 2004 (about 50,000 USD) |
| 6 | Profit or Loss | Making loss because of opening a new factory |
| 7 | Main Products | Sportswear, more tops than bottoms (trousers) |
| 8 | Number of Machines | 350 sewing machines |
| 9 | Capacity of Production (piece/ year) | 445,482 pieces in 2004 |
| 10 | CMT or FOB | CMT The company hopes to start FOB in the future. Currently due to scarce financial resource, the company has only CMT orders. |
| 11 | Design by yourself or others | Customers design |
| 12 | Market for Product, Export to USA | EU (France) |
| 13 | Raw material buying sources | 100 % provided by customers in Thai |
| 14 | Sales Channel | No direct channels. Their customer in Thai sells products to the market. |
| 15 | Transportation of products (to where and cost) | The company delivers final products to a client's Vientiane office. |
| 16 | Number of Workers | 160 workers. No seasonal fluctuations. No lay off according to volume of orders. |
| 17 | % of Female Workers | 87.5 % of all the workers (140 female workers) |
| 18 | % of workers from provinces | 90 % of all workers from provinces |
| 19 | Wage per Worker (minimum, average) and bonus | <ul style="list-style-type: none"> ■ Minimum wage is 30 USD and average is 50USD. ■ Every three month, no absence bonus (20 USD) is paid if applicable. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | <ul style="list-style-type: none"> ■ A dormitory, meals (twice for workers in the dormitory, and once for commuting workers' overtime) |

Profiles of Garment Factories in Vientiane areas

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| 21 | Dormitory for Workers | Yes. In a dormitory 70 workers are living. |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ month | 10 % in a monthly average. June and December with high quitting ratio due to busy farming seasons. |
| 24 | Attendance ratio/ average | 97 % per day. If reasons of absence are explained, salary is paid. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | <ul style="list-style-type: none"> ■ One month training for beginners. There is a training section and are two trainers. However, the company tries to hire skilled workers. No trainers invited outside of the country. |
| 26 | Recruitment of Workers | Advertisement by banners on the street. Also, the company asks village chiefs to introduce someone from the village. |
| 27 | Problems with Workers | <ul style="list-style-type: none"> ■ High turnover is not though as a problem. There are employees just after a pay day. To avoid it, the company has a policy that employees to quit should inform in 15 days advance. ■ Current problems at the factory are lack of mechanic, which repair sewing machines. Also, cutting skill is not high enough. ■ Keeping skilled workers at the factory is a major issue since there are 5 factories around. Actually, the company hire all the line mangers and section managers from other garment factories when they start business in 2002. |
| 28 | Request to the government | <ul style="list-style-type: none"> ■ If the government support to employees training such as in mechanics and cutting, it is welcomed. The company support workers' training fee up to 50 USD per person per month. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ The Sananikone is a famous family, who fight against the government in 1970s in Laos. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ No AC in the factory. Ceiling fans. Working with music. High ceiling, which was designed to reduce heat inside the factory. There are lots of spaces for further expansion of production. ■ 4 production lines. Each production line has QC person. At the end of production line, 3-5 % of products are rejected by QC. ■ Uniforms (polo shirts and T-shirts) are provided. ■ Machines (JUKI) seem second handed. Photos are allowed. ■ Relatively younger people are working at the factory. |

Profiles of Garment Factories in Vientiane areas

| No.17: DONE Garment CO., LTD. (Meeting with Mr. Phimma Sone AMINTHALAT) | | |
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| 1 | Ownership | 100% Laos national |
| 2 | Start up Year | 2002 |
| 3 | CEO | Mr. Phimma Sone AMINTHALAT (Managing Director), |
| 4 | Paid-up Capital (Capital Investment) | 1,000 USD (100% his own money) |
| 5 | Annual Gross Sales in 2004 | N.A. |
| 6 | Profit or Loss | profit |
| 7 | Main Products | Gentlemen's/ lady's Jogging pants, girl sleeves/short, polo shirts, men's knitted sweat shirt, fullzip sweats and others. |
| 8 | Number of Machines | Over 300 machines. It started from 1 machine in 2002 |
| 9 | Capacity of Production (piece/ year) | 800,000 pieces/ 2004. 1,000,000 pieces/2005 (objective), |
| 10 | CMT or FOB | Both. CMT 70%, FOB 30%. FOB is 3 times higher profit than CMT. |
| 11 | Design by yourself or others | Mostly by customers |
| 12 | Market for Product, Export to USA | EU(UK 90%, Belgium, Poland) not Japan |
| 13 | Raw material buying sources | Thai 80%, China, Hong Kong, and Singapore |
| 14 | Sales Channel | Not direct through Thai agents |
| 15 | Transportation of products (to where and cost) | From Vientiane via Nongkhai to a seaport in Bangkok and then to England. From Vientiane to Nongkhai is by the company. 3,000 Bht/ truck. |
| 16 | Number of Workers | Over 400 |
| 17 | % of Female Workers | 70% |
| 18 | % of workers from provinces | 60% |
| 19 | Wage per Worker (minimum, average) | Minimum 30 USD as a base salary, Average 50 USD, Maximum 200 USD(Supervisor), plus OT/ performance/ no absence bonus. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Lunch and OT dinner, dormitory |

Profiles of Garment Factories in Vientiane areas

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| 21 | Dormitory for Workers | One for 100 female, one for 60 male |
| 22 | Transportation Services | no |
| 23 | Turnover of employees/ year | 10-20% per month. It depends on month. |
| 24 | Attendance ratio/ average | 30% absence per month |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | <ul style="list-style-type: none"> ■ Sewing trainings for Beginners for 2 weeks, 1 day for experienced worker , the factory hire 90% of new entrants are experienced workers. 15 supervisors (100% Laotian), today 10 supervisors |
| 26 | Recruitment of Workers | A signboard, banner, and announcements to workers |
| 27 | Trouble with Workers | <ul style="list-style-type: none"> ■ Production capacity is a bottleneck .The factory cant respond to all the orders due to constraints of production capacity. ■ Mr. Done is the only manager |
| 28 | Request to the government | <ul style="list-style-type: none"> ■ 1)Asking government for taking overseas orders directly, not though agents ■ 2) Asking for financial support to renew old machines. If financial support is available, willing to pay for interest. ■ 3)High tax for export and import is problem (currently 2%) |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ At first he hired a Thai expert for 6-8 months for the training of Lao people. ■ The company has 12 sub-contractors for simple work such as cutting. ■ Per unit price is too cheap.(50 cents/ jacket) Mr. Done would like to increase per unit price like 'CHOGIN' ■ Mr. Done want to export to Japan. He complain about JICA. He asked JICA 's support but no response so far. He has lots of complain to JICA He want JICA to put an emphasis on the garment production ■ sub-contract its work to 12 factories. ■ About his personal history, he is 29 years old, and single. He used to work for DFS as a marketing manager, and receive 450 USD/ month. His father is a director of custom. When he was 24 years old, he worked at his friend's garment companies both in Vientiane and in Thailand for each 3 months which payment was 30 USD/ month. |

Profiles of Garment Factories in Vientiane areas

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| | | <ul style="list-style-type: none"> ■ His appearance is no watch, slipper, jeans, polo shirts ■ 2 month later, he is going to Japan for Business meeting ■ 500 meters from here a factory for cutting fabric ■ He is only one manager. He try to looking for manager else. ■ Some order is taken also the other countries such as Bangladesh, so the tag is not shown "made in Laos" |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Light is bright, no AC, 8 lines, no uniform, ceiling fan, sewing machine's name is JUKI, Gemsy, Shanggong, Yamato, SIRUBA. photo allowed, a little dirty flour(garbage), music, no mask |

Profiles of Garment Factories in Vientiane areas

| No.18: VAP Garment (Meeting with Mr. Viengathi Panya, CEO) | | |
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| 1 | Ownership | 100% Laos national. Subcontractor of Lao Euro. Share holders are CEO's wife (45%) and 55% (CEO's sister in low of low) |
| 2 | Start up Year | 2002 |
| 3 | CEO | Mr. Panya |
| 4 | Paid-up Capital (Capital Investment) | 20,000 USD (current capital) |
| 5 | Annual Gross Sales in 2004 | 120,000 USD |
| 6 | Profit or Loss | Profit |
| 7 | Main Products | Knitted shirt |
| 8 | Number of Machines | 30 |
| 9 | Capacity of Production | 5,000 pieces / month |
| 10 | CMT or FOB | CMT Cuttings are already made by clients. |
| 11 | Design by yourself or others | Customers design |
| 12 | Market for Product, Export to USA | Lao Euro is the main client (70%) with market channel for Europe. No market to USA |
| 13 | Raw material buying sources | Procured by Lao Euro |
| 14 | Sales Channel | No |
| 15 | Transportation of products (to where and cost) | Products are delivered to Lao Euro and there packed by Lao Euro |
| 16 | Number of Workers | 25 workers. Regularly more then 30 workers. They are less number of workers because they have few orders at the present. |
| 17 | % of Female Workers | 100% |
| 18 | % of workers from provinces | Almost workers are from the local area (most of them are beginner) |
| 19 | Wage per Worker (minimum, average) | Average: \$40 Min.: \$30 Overtime work : 1,000 kip/ hour (Merely they have overtime work) Working time and day : 8-5, 6 days a week |

Profiles of Garment Factories in Vientiane areas

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| | | Bonus after 1 year experience : 20,000 kip/hour |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Providing 5,000 kip/day for meal |
| 21 | Dormitory for Workers | No |
| 22 | Transportation Services | 1 truck for transportation |
| 23 | Turnover of employees/ year | 2-3 workers quit per month |
| 24 | Attendance ratio/ average | 1-2 workers are absent a day |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | Usually they practice OJT for 2 weeks for the beginners. Minimum salary 30 USD is paid in the training period. |
| 26 | Recruitment of Workers | Only by the introduction of workers. No advertisement. |
| 27 | Trouble with Workers | No trouble with the workers |
| 28 | Request to the government | The problem is that number of order is not stable, and they have little order now. They expect to the government to invite the customers and many orders. They also expect that government will reduce 20 % of the electronic fee in near future. The news is according to the chairman of the association. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ The sales price of the products : 1,200 kip/piece ■ The payment is made by Baht every 15th monthly after the delivery of 30th last month. ■ The amount of payment was reduced t 1,000 USD two times in the case that the products ■ had been delivered to the European market with the oil on it. ■ Before delivery to the client, They take QC inspection from Lao Euro. ■ If the quality is not good, the paying amount will be reduced. ■ Background of establishment: CEO used to be in a military, went Vietnam and Cambodia. ■ After worked for Aporn Lao as a driver and machinery engineer for ten years, then started his own company. The association provided him machines at the establishment of the company. But thy do not have enough machines yet. ■ They hope to have the order from the market directly and to change their business of sub-contract base |

Profiles of Garment Factories in Vientiane areas

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| | | <ul style="list-style-type: none"> ■ No foreign worker ■ CEO is an owner of another big company. She is the only supervisor of the company. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Factory is not air-conditioned. There have only fans in the factory. Windows are open. Atmosphere is slow, not so busy. ■ Ages of workers looked 18-35 years old. ■ Machines are JUKI and GASUS made. ■ No music. All the workers do not wear masks. ■ Photo allowed. |

Profiles of Garment Factories in Vientiane areas

| No.19: MC Garment (Meeting with Ms. Phonesavanh – Owner's spouse) | | |
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| 1 | Ownership | 100% Lao national. Subcontractor of Lao Euro (60%) and Fancy (40%) |
| 2 | Start up Year | 1997 |
| 3 | CEO | Her husband – Mr. Chanhxeng |
| 4 | Paid-up Capital (Capital Investment) | Initial: 6000USD with 6 machines and 4 workers. That is her parent's money. Her parents and husband were government officials. |
| 5 | Annual Gross Sales in 2004 | Gross sale: 350, 000 baht |
| 6 | Profit or Loss | Net profit: 150, 000 baht in 2004 |
| 7 | Main Products | Knitted shirts, maternity dresses |
| 8 | Number of Machines | 38 sewing machines |
| 9 | Capacity of Production (piece/ year) | In average 10, 000 pieces per month. If there's orders, maximum production capacity is 20,000 pieces per month. |
| 10 | CMT or FOB | CMT, cutting and packing are by customers. There is QC here and the customers will check final products again. |
| 11 | Design by yourself or others | By customers |
| 12 | Market for Product, Export to USA | N.A. |
| 13 | Raw material buying sources | Provide by clients |
| 14 | Sales Channel | N.A. |
| 15 | Transportation of products (to where and cost) | Bring products to customers by the factory |
| 16 | Number of Workers | 40 |
| 17 | % of Female Workers | 100% (Age: 16-30) |
| 18 | % of workers from provinces | 30% |
| 19 | Wage per Worker (minimum, average) | Minimum: 25USD Average: 50USD Maximum: 100USD No absence bonus: 30,000kip/month |

Profiles of Garment Factories in Vientiane areas

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| | | Yearly bonus: 10 USD for the first year, 12 USD for the second year, and 15 USD for the third year |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | Lunch: 5 USD/month |
| 21 | Dormitory for Workers | No |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ year | 2 – 3 people/year. Few workers quit the factory |
| 24 | Attendance ratio/ average | 1 absence/day |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | Yes (1 -2 weeks) Workers having more than 2 years experiences provide training on sewing. |
| 26 | Recruitment of Workers | Banners, introduction from friends. |
| 27 | Trouble with Workers | When there are festivals, almost 50% of workers won't come to work. |
| 28 | Request to the government | ■ |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ No stable sales order is a problem. Currently few orders. ■ The factory does not think of doing direct business with customers and not get an export ■ She graduate from Dongdok University (Russian language) – after graduating 2- 3 months, she cannot find job and went to Thailand to learn sewing. ■ She used to be a tailor in Thailand (Udon) near Vientian ■ She met her husband at the university who worked for Lao Euro (facility construction and he advised her to start this business). ■ No supervisor, she is the only person that is responsible for all the process ■ No AC, only fans with windows open. ■ No music ■ Sewing section and trimming section in one room ■ Photo was allowed in the factory ■ Machines are “brother” made ■ payment is made every 2nd day of the month. For Lao Euro, it is made in baht and for Fancy, it is made it is made in USD |

Profiles of Garment Factories in Vientiane areas

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| | | <ul style="list-style-type: none"> ■ processing fee is very little (10-32 cents/piece) |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Quite well-organized as a family business |

Profiles of Garment Factories in Vientiane areas

| No.20: VS Garment CO., LTD. (Meeting with Mrs. KAYAMPHONE (Financial Sector Manager)) | | |
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| 1 | Ownership | 100% Laos national. Subcontractor Alpi Lao (70%) and Lao Euro (20%) and others (10%).. |
| 2 | Start up Year | 1994 |
| 3 | CEO | Mr. VIENSAMAY (Managing Director), |
| 4 | Paid-up Capital (Capital Investment) | 10,000,000 kip (100% his own money) |
| 5 | Annual Gross Sales in 2004 | 500,000 Bt in 2004 |
| 6 | Profit or Loss | Profit |
| 7 | Main Products | Printing (on knit shirts for children) There are 4 garment printing companies in Laos, but 100% Lao company is only VS Garment. |
| 8 | Number of Machines | 70 sewing machines (which can produce 500,000 pieces/year, but are not used any more, because there is no order for more than 1 year). Printing is mostly done by hand, putting patterns on clothes, coloring, drying in a line. |
| 9 | Capacity of Production (piece/ year) | 300,000 pieces/year |
| 10 | CMT or FOB | N.A. |
| 11 | Design by yourself or others | Design by customers |
| 12 | Market for Product, Export to USA | NA. |
| 13 | Raw material buying sources | The factory buys inks from Thailand only. |
| 14 | Sales Channel | N.A. |
| 15 | Transportation of products (to where and cost) | Send by his or her own car to clients |
| 16 | % of Workers | 55 workers |
| 17 | % of Female Workers | 40% (22 workers) |
| 18 | % of workers from provinces | 100% from nearby |
| 19 | Wage per Worker (minimum, average) | Minimum 30 USD as a base salary. Average 45 USD. Maximum 50 USD. 1 month bonus if the company has a profit at the end of December. |

Profiles of Garment Factories in Vientiane areas

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| | | In a month of no order, 50 % of salary is paid for up to two months. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | no |
| 21 | Dormitory for Workers | no |
| 22 | Transportation Services | no |
| 23 | Turnover of employees/ year | 0% |
| 24 | Attendance ratio/ average | 1 -2 absences per month |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | <ul style="list-style-type: none"> ■ On the job training, 2 weeks for beginners ■ No need to train at the moment. |
| 26 | Recruitment of Workers | By signboards |
| 27 | Trouble with Workers | nothing |
| 28 | Request to the government | <ul style="list-style-type: none"> ■ Want the government to get more orders abroad |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ Payment by Baht and by cash. ■ All of the Workers are experienced. ■ A technical supervisor is Thai. ■ Mr. VIENSAMAY is only one trainer for teaching how to use a color and printing and so on. ■ He used to do the work of an iron processing. He started the work of printing because he was asked by his Thai friend. ■ Work time is every 8 am to 17 pm from Monday to Saturday. ■ The company has a party for workers for the Lao festival ■ High season is from October to December. ■ 20% of all workers from the start of the company |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ no AC, 8 lines, no uniform, no fan,. Inside the factory was extremely hot and humid. ■ Photo allowed ■ a little dark, a little dirty flour(garbage), no music, no mask, no cap |

Profiles of Garment Factories in Vientiane areas

| No.21: STM Garment (Meeting with Mr. Chanhseng, CEO and Manager) | | |
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| 1 | Ownership | 100% Lao national. Family business with his wife and sisters. His younger sister is studying marketing in college in Vientiane. Sub-contract (Alpilao 50 % and other companies). |
| 2 | Start up Year | 2000 |
| 3 | CEO | Mr. Chanhseng |
| 4 | Paid-up Capital (Capital Investment) | 10,000 USD. (own money, no borrowing) |
| 5 | Annual Gross Sales in 2004 | 40,000 USD. Sales price: 0.18/piece |
| 6 | Profit or Loss | Yes. 12,000 USD in 2004. |
| 7 | Main Products | Knitted shirts and pants. |
| 8 | Number of Machines | 60 sewing machines. |
| 9 | Capacity of Production (pieces/ year) | 21,840,000 pieces/ year (700pieces/day×26days/months×12months) |
| 10 | CMT or FOB | CMT |
| 11 | Design by yourself or others | No. Mostly by customers. |
| 12 | Market for Product, Export to USA | No |
| 13 | Raw material buying sources | From customers. |
| 14 | Sales Channel | No |
| 15 | Transportation of products (to where and cost) | Take products to the customers by their car. |
| 16 | Number of Workers | 85 workers. |
| 17 | % of Female Workers | 97% (82 females) |
| 18 | % of workers from provinces | 25 workers. |
| 19 | Wage per Worker (minimum, average) | <ul style="list-style-type: none"> ■ Average 35 USD/ month. 26 USD/ month (min.) to 60 USD /month (max.). ■ 2 USD/per month and 20 USD/ year are paid for no-absence bonus. ■ If the workers were absent for 1-2 days/year, 10 USD/year are paid for no-absence bonus. If they were absent for 5-10 days/ year, 5 USD/year are paid. |

Profiles of Garment Factories in Vientiane areas

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| | | <ul style="list-style-type: none"> ■ OT: 1,000-1,500 kip/hour. ■ The factory makes a six-month contract with workers at the beginning, which says that workers cannot leave the factory in the first 6 months. The factory only pays performance wage according to numbers of pieces they produce during the six month. If they quit, the factory won't pay the basic wage (10 USD/ month) for 3 months, which is paid after the six-month period. |
| 20 | Fringe Benefit (such as meals, dormitories, etc.) | They provide rice for the workers in the dormitory. They pay 3.5 USD/month for lunch for the workers who don't live in the dorm. |
| 21 | Dormitory for Workers | Yes. |
| 22 | Transportation Services | Yes |
| 23 | Turnover of employees/ year | 1-2 workers per month. At the beginning of their business, 15-20 workers quitted. |
| 24 | Attendance ratio/ average | 1-2 workers are absent per day. |
| 25 | Training for Workers (including hours on training for beginners, number of trainers, etc.) | Yes. 1-2 month training for new workers. Usually other workers teach cutting and ironing to the new workers. Also the new worker can practice when they don't have much work to do. New workers are skilled, but the new workers from provinces are usually unskilled. |
| 26 | Recruitment of Workers | They are recruited mainly through the word-of-mouth communication among friends. |
| 27 | Trouble with Workers | When the events happen such as new year, wedding ceremony and festivals, the workers don't come to work. |
| 28 | Request to the government | <ul style="list-style-type: none"> ■ Tax is very high. They have to pay 3 % of sales as tax. Even they don't get much profit they have to pay it according to their sales, not profit. ■ They don't have enough resources. The banks don't loan money to them, so they have to borrow money from a black market. ■ During the rainy season, often power cut happens. |
| 29 | Any other information from the meetings | <ul style="list-style-type: none"> ■ The CEO was graduated from high school. He was working in the textile factory in Luang Phabang. Later he started tailor with his wife in 1990 in Vientiane. They started their business with one sewing machine. At the beginning, they targeted a domestic market, but there were not so many demands. That's why they decided to ask sub-contracted work from Alpilao. They |

Profiles of Garment Factories in Vientiane areas

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| | | <p>also borrowed sewing machines from Alpilao. He studied accounting and marketing later for his business.</p> <ul style="list-style-type: none"> ■ High seasons: April to June and Oct. to Dec. ■ At the beginning of the business, their customers such as Alpilao sent supervisors and advisers to the factory. ■ Usually, their customers pay to STM within 15 days after delivery of products. The customers deposit money in a bank account, and STM withdraw money by Baht or USD. ■ There were two certificates and one testimonial in the office. |
| 30 | Comments on the Factory | <ul style="list-style-type: none"> ■ Sewing machines: JUKI. They have problem of leaking oil and dirtying the products, since they are very old. ■ They consult legal and tax problems to the Association. ■ No masks, no uniform. ■ No AC. Only fans on the ceiling. ■ They have their QC (about 5 workers). Their customers also send their QC as well. They take supervisor to STM when they have new products and/or designs. |