

Annex 18 Annual Technical Cooperation Program (ATCP)

Off JT
 OJT
 Combination of OJT and Off JT
 Black: Achievement, Red: Plan

* LTE Works might be undertaken by STE in some cases

2005.10.03

CP	JFY	By	2001				2002				2003				2004				2005																																				
			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1																								
1. Core Knowledge for Productivity Improvement																																																							
1.1 General Basic Knowledge of Management																																																							
1.1.1	Basics of Production Management	All	LTE A	██████																																																			
1.1.2	Basics of Quality Control & Assurance	All	LTE B	██████																																																			
1.1.3	Basics of Business Strategy & Marketing	All	LTE C	██████																																																			
1.1.4	Basic of Management Accounting & Finance	All	LTE C	██████																																																			
1.1.5	Basics of HRM	All	STE	██████				██████																																															
1.1.6	Basics of IT Applications & Management	All	STE	██████																																																			
1.2 Development Consulting Methodology																																																							
1.2.1	Diagnosis System	All	All LTE	██████				██████				██████				██████																																							
1.2.2	Supplemental Material for Consultation	All	All LTE	██████				██████				██████				██████																																							
1.2.3	Consulting Methodology Model	All	All LTE	██████				██████				██████				██████																																							
1.3 Consultant Certification																																																							
Consultant Certification																														All	STE/All LTE					██████				██████				██████											
2. Production Management																																																							
2.1 Basic Concept of Production Management																																																							
2.1.1	Obstacles for production	Pro.	LTE A	██████																																																			
2.1.2	Control of Daily Production	Pro.	LTE A	██████																																																			
2.1.3	Inventory and Supply System	Pro.	LTE A	██████																																																			
2.1.4	KAIZEN for Production	Pro.	LTE A	██████				██████				██████				██████																																							
2.1.5	Management of factory	Pro.	LTE A	██████				██████				██████				██████																																							
2.2 Analytical and Improvement Method																																																							
2.2.1	TPM(incl. Preventive Maintenance)	Pro.	LTE A	██████				██████				██████				██████																																							
2.2.2	Lean Production System	Pro.	LTE A	██████				██████				██████				██████																																							
2.2.3	Cost Improvement by VE/IE	Pro.	LTE A	██████				██████				██████				██████																																							
2.2.4	Experimental Design and Statistics	Pro.	STE/LTE A	██████				██████				██████				██████																																							
2.2.5	Activity of Small Group (Shou Shuudan Katsudou)	Pro.	LTE A	██████				██████				██████				██████																																							
2.3 Practical Use(Implementation) of Knowledge & Techniques																																																							
2.3.1	Activities as lecturers to deepen knowledge	Pro.	LTE A	██████				██████				██████				██████																																							
2.3.2	Case Study through Company Visit	Pro.	LTE A	██████				██████				██████				██████																																							
2.3.3	Diagnosis of Production Management	Pro.	LTE A	██████				██████				██████				██████																																							
2.3.4	Long Term Consultation	Pro.	LTE A	██████				██████				██████				██████																																							
2.3.5	Safety Management	Pro.	LTE A	██████				██████				██████				██████																																							
2.3.6	Activity of Small Group (Shou Shuudan Katsudou)	Pro.	LTE A	██████				██████				██████				██████																																							
2.4 Current Issues (Information Provision)																																																							
2.4.1	Small companies in Japan but with Top share	Pro.	LTE A	██████				██████				██████				██████																																							
2.4.2	Hoshin Management	Pro.	LTE A	██████				██████				██████				██████																																							
2.4.3	MAP Method for Cost Reduction	Pro.	LTE A	██████				██████				██████				██████																																							
2.4.4	Six Sigma Activity	Pro.	LTE A	██████				██████				██████				██████																																							
3. Quality Management																																																							
3.1 Basic Concept of Quality Management																																																							
3.1.1	History and Trend of QC	Qty.	LTE B	██████																																																			
3.1.2	QC7Tools and New QC Tls.	Qty.	LTE B	██████																																																			
3.1.3	Statistical Quality Control	Qty.	LTE B	██████				██████																																															
3.1.4	KAIZEN on Quality	Qty.	LTE B	██████				██████																																															
3.2 Analytical and Improvement Method																																																							
3.2.1	Total Quality Management	Qty.	LTE B	██████				██████				██████				██████																																							
3.2.2	Quality Assurance System (incl.ISO9000)	Qty.	LTE B	██████				██████				██████				██████																																							
3.2.3	Customer Satisfaction Analysis	Qty.	LTE B	██████				██████				██████				██████																																							
3.2.4	QFD	Qty.	LTE B	██████				██████				██████				██████																																							
3.3 Practical Use(Implementation) of Knowledge & Techniques																																																							
3.3.1	Activities as lecturers to deepen knowledge	Qty.	LTE B	██████				██████				██████				██████																																							
3.3.2	Case Study through Company Visit	Qty.	LTE B	██████				██████				██████				██████																																							
3.3.3	Diagnosis of Quality Management	Qty.	LTE B	██████				██████				██████				██████																																							
3.3.4	Long Term Consultation	Qty.	LTE B	██████				██████				██████				██████																																							
3.4 Current Issues (Information Provision)																																																							
3.4.1	HACCP	Qty.	TRC/STE	██████																																																			
3.4.2	Quality Management System in Food Industry	Qty.	STE	██████																																																			
3.4.3	Others(for instance QC in Software)	Qty.	TRC/STE	██████				██████																																															

	CPs	By	2001				2002				2003				2004				2005			
			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
4. Administrative Management																						
4.1 Basic Concept of Administrative Management																						
4.1.1	Corporate Strategy & Policy Deployment	Adm.	LTE	C	■	■	■	■														
4.1.2	Marketing Strategy & Sales Management	Adm.	LTE	C			■	■														
4.1.3	Human Resource Development	Adm.	S/LTE					■														
4.1.4	Basic Management Theories	Adm.	LTE	C									■	■	■	■						
4.1.5	Productivity	Adm.	LTE	C									■	■	■	■						
4.1.6	Wage Management	Adm.	LTE	C									■	■	■	■						
4.1.7	Motivation	Adm.	LTE	C									■	■	■	■						
4.1.8	Marketing and Purchasing	Adm.	STE																			
4.1.9	Financial Management	Adm.	STE																			
4.2 Analytical and Improvement Method																						
4.2.1	Industrial Marketing	Adm.	S/LTE					■														
4.2.2	Planning Techniques and Environment Forecast	Adm.	S/LTE					■														
4.2.3	International Marketing	Adm.	S/LTE					■														
4.2.4	Job Analysis	Adm.	LTE	C																		
4.2.5	Marketing Research	Adm.	STE																			
4.2.6	Balanced Score Cards	Adm.	STE																			
4.2.7	Business Game	Adm.	STE																			
4.2.8	Trainers' Training	ALL	LTE	C									■	■	■	■	■	■	■	■	■	■
4.3 Practical Use(Implementation) of Knowledge & Techniques																						
4.3.1	Lecturers	Adm.	LTE	C	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4.3.2	Case Study	Adm.	LTE	C	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4.3.3	Diagnostic Study	Adm.	LTE	C	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4.3.4	Formulation and Presentation of Recommendations	Adm.	LTE	C																		
4.3.5	Formulating Reports and Implementation Program	Adm.	LTE	C																		
4.4 Current Issues (Information Provision)																						
4.4.1	E-business/E-commerce	Adm.	TRC/STE																			
4.4.2	Date Mining	Adm.	TRC/STE																			
4.4.3	Others(for instance Customer Relation Management)	Adm.	TRC/STE																			
5. Productivity Measurement																						
5.1 Basic Knowledge for Micro Analysis																						
5.1.1	Financial Statement	Msmnt	STE					■														
5.1.2	Value Added Calculation	Msmnt	STE					■														
5.1.3	Break Even Point Analysis	Msmnt	STE					■														
5.1.4	Statistics for Micro Level Productivity	Msmnt	STE					■														
5.2 Basic Knowledge for Semi-Macro Analysis																						
5.2.1	Industrial Productivity Statistics	Msmnt	STE					■														
5.2.2	Data Collection	Msmnt	STE					■														
5.2.3	Comparative Study	Msmnt	STE					■														
5.2.4	Statistics for Semi-Macro Level Productivity	Msmnt	STE					■														
5.2.5	Overview of Macro/Semi-Macro Productivity	Msmnt	STE					■														
5.2.6	Basic Survey for Source Data Availability	Msmnt	STE					■														
5.3 Practical Use & Development of Value Added Statistics																						
5.3.1	Activities as lecturers to deepen knowledge	Msmnt	STE					■														
5.3.2	Case Study through Company Visit	Msmnt	STE					■														
5.3.3	Productivity Diagnosis at Corporate Level	Msmnt	STE					■														
5.3.4	Comparison of Productivity at Corporate Level	Msmnt	STE					■														
5.3.5	Data Collection for Sectorial Index	Msmnt	STE					■														
5.3.6	Development of Sectorial Index	Msmnt	STE					■														
5.3.7	Publication of Sectorial Productivity Statistics	Msmnt	STE					■														
5.4 Current Issues (Information Provision)																						
5.4.1	International Comparison	Msmnt	TRC/STE																			
5.4.2	Total Factor Productivity	Msmnt	TRC/STE																			
5.4.3	Others(for instance Industrial Policy)	Msmnt	TRC/STE																			
6. Productivity Promotion (Information Provision)																						
6.1.1	Concept of Productivity	All	STE		■	■	■	■														
6.1.2	Promotion and Activities of Productivity Organization	All	STE/LTE		■	■	■	■														
6.1.3	Business Activities of JPC-SED	All	STE		■	■	■	■														
6.1.4	Current Issues of Productivity Movement	All	STE		■	■	■	■														
6.1.5	Consulting Business System of JPC-SED	All	STE		■	■	■	■														
6.1.6	Productivity Promotion Strategy	All	STE/LTE		■	■	■	■														
6.1.7	Promotion & Dissemination for Regional Countries		LTE																			
6.1.8	Consultant Certification System		STE/LTE																			

Annex 19 (1) Annual Plan of Operations (APO) 2001 - 2005 and the Achievement 2005

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

Plan
Implementation

2005.10.03

Calendar Year	2001				2002				2003				2004				2005				2006	
	JFY2000	JFY2001	JFY2001	JFY2001	JFY2002	JFY2002	JFY2002	JFY2002	JFY2003	JFY2003	JFY2003	JFY2003	JFY2004	JFY2004	JFY2004	JFY2004	JFY2005	JFY2005	JFY2005	JFY2005		
Japan Fiscal Year	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
Term of Technical Cooperation	Signing of the R/D																					
0 The Management system of the Project will be enhanced.																						
0-1 Allocate necessary personnel as planned.																						
0-1-1 Make personnel allocation plan.																						
0-1-2 Allocate personnel as planned.																						
0-1-3 Review personnel allocation, if necessary.																						
0-2 Formulate and monitor plans of activities.																						
0-2-1 Formulate plans of activities for the Project.																						
0-2-2 Formulate plans of activities for the first year.																						
0-2-3 Review plans of activities, if necessary.																						
0-2-4 Formulate plans of activities for the second year.																						
0-2-5 Review plans of activities, if necessary.																						
0-2-6 Formulation plan of activities for the third year.																						
0-2-7 Review plans of activities, if necessary.																						
0-2-8 Formulation plan of activities for the fourth year.																						
0-2-9 Review plans of activities, if necessary.																						
0-2-10 Formulation plan of activities for the fifth year.																						
0-3 Make budget plan and execute properly.																						
0-3-1 Approve budget for CFY 2000.																						
0-3-2 Execute budget for CFY 2000.																						
0-3-3 Make budget plan for CFY 2001.																						
0-3-4 Approve budget for CFY 2001.																						
0-3-5 Execute budget for CFY2001																						
0-3-6 Make budget plan for CFY2002																						
0-3-7 Approve budget for CFY2002																						
0-3-8 Execute budget for CFY2002																						
0-3-9 Make plan budget for CFY2003																						
0-3-10 Approve budget for CFY2003																						
0-3-11 Execute budget for CFY2003																						
0-3-12 Make plan budget for CFY2004																						
0-3-13 Approve budget for CFY2004																						
0-3-14 Execute budget for CFY2004																						
0-3-15 Make plan budget for CFY2005																						
0-3-16 Approve budget for CFY2005																						
0-3-17 Execute budget for CFY2005																						
0-4-1 Review existing management system.																						
0-4-2 Make plan of management system.																						
0-4-3 Establish management system.																						
0-4-4 Operate management system.																						
0-4-5 Monitor and review management system, if necessary.																						
0-5 Install, operate and maintain properly																						
0-5-1 Provide and install necessary machinery and equipment.																						
0-5-2 Operate and maintain the machinery and equipment properly.																						

<Costa Rica side>
 PD : Project Director
 PM : Project Manager
 GPC : Costa Rica Project Coord JPC : Project Coordinator
 <Japanese side>
 IS : Implementation Study Team
 CA : Chief Advisor
 TC : Technical Coordinator
 C/P : Costa Rica C/P
 LE : Long-term expert
 SE : Short-term expert

Annex 19 (2) Annual Plan of Operations (APO) 2001 - 2005 and Achievement 2005

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

— Plan
 — Implementation

2005.10.03

Calendar Year Japan Fiscal Year	2001				2002				2003				2004				2005				2006											
	JFY2000 III	JFY2000 IV	JFY2001 I	JFY2001 II	JFY2001 III	JFY2001 IV	JFY2002 I	JFY2002 II	JFY2002 III	JFY2002 IV	JFY2003 I	JFY2003 II	JFY2003 III	JFY2003 IV	JFY2004 I	JFY2004 II	JFY2004 III	JFY2004 IV	JFY2005 1	JFY2005 2	JFY2005 3	JFY2005 4	JFY2005 5	JFY2005 6	JFY2005 7	JFY2005 8	JFY2005 9	JFY2005 10	JFY2005 11	JFY2005 12	2006 1	
1. Technical capability of the C/P will be upgraded.																																
1-1 Assess the technical capability of C/P																																
1-1-1 Implement basic technical transfer.																																
1-1-2 Implement the company visit and discussion																																
1-1-3 Evaluate the C/Ps' capability as lecturers.																																
1-1-4 Interview the C/P and implement the assessment																																
1-2 Make plan of technology transfer to C/P.																																
1-2-1 Make Annual Technical Cooperation Program (ATCP) for the first year of the Project.																																
1-2-2 Review TCP & ATCP.																																
1-2-3 Make ATCP for the second year of the Project.																																
1-2-4 Review TCP, if necessary.																																
1-2.5 Make ATCP for the third year of the project																																
1-2-6 Review TCP, if necessary.																																
1-2.7 Make ATCP for the fourth year of the project																																
1-2-8 Review TCP, if necessary.																																
1-2.9 Make ATCP for the fifth year of the project																																
1-3 Implement technology transfer to the C/P.																																
1-3-1 Prepare teaching material(Textbooks).																																
1-3-2 Implement technology transfer as planned.																																
1-3-3 Compile textbooks																																
1-4 Monitor and evaluate the result of technology transfer to the C/P.																																
1-4-1 Make monitoring and evaluation system.																																
1-4-2 Establish monitoring and evaluation plan.																																
1-4-3 Monitor the result of technology transfer to the C/P																																
1-4-4 Evaluate the result of technology transfer to the C/P																																

(*)

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 SE : Short-term expert

Annex 19 (3) Annual Plan of Operations (APO) 2001 - 2005 and the Achievement 200

Output 2 Consulting service will be implemented systematically

Plan
Implementation 2005.10.03

Calendar Year Japan Fiscal Year	2001				2002				2003				2004				2005				2006		
	JFY2000 III	JFY2000 IV	JFY2001 I	JFY2001 II	JFY2001 III	JFY2001 IV	JFY2002 I	JFY2002 II	JFY2002 III	JFY2002 IV	JFY2003 I	JFY2003 II	JFY2003 III	JFY2003 IV	JFY2004 I	JFY2004 II	JFY2004 III	JFY2004 IV	JFY2005 I	JFY2005 II	JFY2005 III	JFY2005 IV	2006
Term of Technical Cooperation	Signing of the PD ▽																						
2 Consulting services will be implemented systematically																							
2-1 Make plan of consulting activities																							
2-1-1 Discuss the plan with CEFOP																							
2-1-2 Make the plan.																							
2-1-3 Adjust the plan.																							
2-2 Identify client through company visit, etc.																							
2-2-1 List up the expected clients.																							
2-2-2 Implement the company visits.																							
2-2-3 Decide the client companies.																							
2-3 Define consulting model																							
2-3-1 Make the plan of developing consulting manuals.																							
2-3-2 Make the draft.																							
2-3-3 Adjust the manuals.																							
2-4 Conduct consultation																							
2-4-1 Negotiate the clients.																							
2-4-2 Make the contract and decide the consulting plan.																							
2-4-3 Implement overall diagnosis.																							
2-4-4 Make the recommendation.																							
2-4-5 Negotiate consulting activities in specified management area.																							
2-4-6 Make the contract and decide consulting plan.																							
2-4-7 Implement consulting activities in specified management area.																							
2-4-8 Make the recommendation.																							
2-4-9 Follow up.																							
2-5 Evaluate the results of consultation																							
2-5-1 Make monitoring and evaluation system.																							
2-5-2 Establish monitoring and evaluation plan.																							
2-5-3 Monitor the result of consultation																							
2-5-4 Evaluate the result of Consultation.																							

(*) <Costa Rica side> <Japanese side>

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

Annex 19 (4) Annual Plan of Operations (APO) 2001 - 2005 and the Achievement 2005

Output 3 Information and promotion service will be upgraded

Plan

Implementation 2005.10.03

Calendar Year Japan Fiscal Year	2001				2002				2003				2004				2005				2005		
	JFY2000 III	JFY2000 IV	JFY2001 I	JFY2001 II	JFY2001 III	JFY2001 IV	JFY2002 I	JFY2002 II	JFY2002 III	JFY2002 IV	JFY2003 I	JFY2003 II	JFY2003 III	JFY2003 IV	JFY2004 I	JFY2004 II	JFY2004 III	JFY2004 IV	JFY2005 I	JFY2005 II	JFY2005 III	JFY2005 IV	JFY2005 I
Term of Technical Cooperation	Signing of the APO																						
3 Information and promotion service will be upgraded																							
3-1 Make plan of information and promotion services																							
3-1-1 Discuss the service with CEFOF.																							
3-1-2 Study the needs from clients and other organization.																							
3-1-3 Decide the services and make the action plan.																							
3-1-4 Adjust the plan.																							
3-2 Implement information and promotion services																							
3-2-1 Implement promotion services (Ex. various seminars)																							
3-2-2 Implement information services (Ex. publications, periodical magazines)																							
3-3 Monitor and evaluate the results of information and promotion services.																							
3-3-1 Make monitoring and evaluation system.																							
3-3-2 Establish monitoring and evaluation plan.																							
3-3-3 Monitor the result of information and promotion																							
3-3-4 Evaluate the result of information and promotion																							

(*)

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Annex 20 Annual Schedule of Implementation (ASI) for JFY2005 and the Achievement

Plan Implementation 2005.10.03

Calendar Year	2005												2006											
	JFY2001			JFY2002			JFY2003			JFY2004			JFY2005			2006								
Japanese Fiscal Year (JFY)	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III						
Term of Technical Cooperation	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC	JCC						
The Japanese side																								
1 Dispatch of Long-Term Experts																								
(1) Chief Advisor																								
(2) Coordinator																								
(3) Production Management																								
(4) Quality Management																								
(5) Administrative Management																								
2 Dispatch of Short-term Experts																								
• Basic HRM																								
• Basic IT for Business Management																								
• HACCP																								
• Quality Management for Software																								
• IPI																								
• Productivity Promotion																								
• Taguchi Method																								
• Productivity Measurement																								
• Financial Management																								
• HRM-II																								
• Productivity Measurement -I																								
• Productivity Measurement -III																								
• Marketing and Purchasing																								
• Experimental Design and Statistics																								
• Productivity Promotion & Certification I																								
• Consultancy in Food Industry																								
• Productivity Measurement -IV																								
• Productivity Measurement V & Consulting Skill I																								
• Balanced Score Cards																								
• Business Game																								
• Productivity Promotion & Certification II																								
(1) Consulting Skill II																								
3 Training of C/P personnel in Japan																								
• Productivity Organization Management																								
• Productivity Improvement for S.Am.																								
• Practical Productivity Management																								
• Consult. Small & medium enterprises																								
• Practical Productivity Management																								
• Consult. Small & medium enterprises																								
• Practical Productivity Improvement (Moldova)																								
• Consult. Small & medium enterprises																								
• Productivity Improvement																								
• Productivity Improvement																								
(1) Consultant Training Course 11 C/Ps																								
4 Provision of Machinery and Equipment																								
The Costa Rica side																								
1 Building and Facilities																								
2 Machinery and Equipment																								
3 Allocation of C/P Personnel and Necessary Staff																								
4 Allocation of Budget																								

Annex 21 Monitoring & Evaluation Sheet

(1) Assessment of Technical Capability of C/Ps of Quality Management Group June 2004 to June 2005

Items	Ms. Hazel Rojas			Ms. Marianela Arias			Mr. Luigi Longhi		
	07/04	01/05	07/05	07/04	01/05	07/05	07/04	01/05	07/05
1. Management Activities at Organizations									
1-1. General understanding	3	4	5	3	4	5	3	4	5
2. Quality Management Activities as a Whole									
2-1. Basic concept of QMA	4	5	5	4	5	5	4	5	5
2-2. Evolution and status quo of QMA	4	5	5	4	5	5	3	4	5
2-3. Concept of Kaizen activities	4	5	5	4	5	5	4	5	5
3. Basic Tools or Methods about QMA									
3-1. Japanese approach	4	5	5	4	5	5	3	4	5
3-2. 5S activities	5	5	5	5	5	5	5	5	5
3-3. Small group activities	4	4	5	4	4	5	4	4	5
3-4. Element of Statistics	4	4	5	4	4	5	4	4	5
3-5. QC Seven Tools	4	5	5	4	5	5	4	5	5
3-6. Problem-solving technique	4	5	5	3	4	5	4	5	5
4. Quality Management System									
4-1. Understanding of QMS	4	5	5	4	5	5	4	5	5
4-2. Creation of QMS	4	5	5	4	5	5	4	5	5
4-3. Improvement of QMS	4	5	5	4	5	5	3	4	5
5. Factory Survey									
5-1. Discussion with personnel concerned	4	5	5	4	5	5	4	5	5
5-2. Factory tour	4	5	5	4	5	5	4	5	5
5-3. Identification of the issues	3	4	5	3	4	5	3	4	5
5-4. Preparation of the action plan	3	4	5	3	4	5	3	4	5
5-5. Report	3	4	5	3	4	5	3	4	5
6. Quality Management Activities									
6-1. Identification of the current state of operation	4	5	5	4	5	5	4	5	5
6-2. Control of the current state	4	5	5	4	5	5	4	5	5
6-3. Finding out of the problems	4	5	5	4	5	5	4	5	5
6-4. Prioritization of the problems	3	4	5	3	4	5	3	4	5
6-5. Setting of targets	3	4	5	3	4	5	3	4	5
6-6. Preparation of the implementation plan	3	4	5	3	4	5	3	4	5
6-7. Implementation	3	4	5	3	4	5	3	4	5
6-8. Checking of results and standardization	3	4	5	3	4	5	3	4	5

<NOTES>

- 07/04: Evaluation at the end of June 2004 according to the official document of "Evaluation of Counterparts of Quality Management Group in June 2004" (July 23, 2004)
- 01/05: Evaluation at the end of December 2004 according to the official document of "Evaluation of Counterparts of Quality Management Group in December 2004" (January 7, 2005)
- 07/05: Evaluation at the end of June 2005 according to the official document of "Evaluation of Counterparts of Quality Management Group in the End of June 2005" (July 1, 2005)

<Evaluation Criteria for Counterparts of the Quality Management Group>

- 1: Information Level (Having information)
- 2: Knowledge Level (Being able to explain the item)
- 3: Understanding Level (Being able to answer the questions generally about the item)
- 4: Skills 1 Level (Being able to put into practice with assistance of other people)
- 5: Skills 2 Level (Being able to put into practice by oneself)



1. Key Principle for Evaluation

- 1) The evaluation consists of two parts, one from the results of the OJT activities and the other from the attitude toward them (performance reviews). The weights of the evaluation are 80% and 20% respectively.
- 2) As for the results of the OJT activities, all of the counterparts fit the senior management consultants, namely they have the mark of 80 which is the lowest level for senior management consultants, according to the evaluation from the end of June 2004 to the end of June 2005 (cf. "Evaluation of C/Ps of Quality Management Group in June 2004 to June 2005 (August 17, 2005, NH)"). The mark of each counterpart is calculated from the results of OJT projects, the result of presentations and the results of company visits.
- 3) The performance reviews in the OJT activities include the positive attitude, flexibility, the desire to improve oneself, the behavior toward customers, the observing of contracts and spirit of cooperation.

2. Results of OJT

2-2. OJT Projects

HR: 28	84	
MA: 17+x	81	(x: Participations in MONELCA, KONTEIN and Rotoflex projects)
LL: 24	83	

2-2. Presentations

HR: 52 (Interpreter, 42)	+6
MA: 32 (Interpreter, 18)	+4
LL: 19	+0

<Translation of PP slides HR: +2, MA: +4, LL: +0>

2-3. Company Visits

HR: 42	+2	
MA: 10+(4)	+0	(4 companies in Honduras with Mr. Wada)
LL: 12	+0	

2-4 Results

HR: 84+6+2+2=94
MA: 81+4+4+0=89
LL: 83+0+0+0=83

3. Performance Reviews in the OJT Activities

HR: 80
MA: 80
LL: 75

4. Final Results of Evaluation

HR: $94 \times 0.8 + 80 \times 0.2 = 91.2 = 91$
MA: $89 \times 0.8 + 80 \times 0.2 = 87.2 = 87$
LL: $83 \times 0.8 + 75 \times 0.2 = 81.4 = 82$

5. Mark of Evaluation

Ms. Hazel Rojas: 91, Ms. Mariana Arias: 87 and Mr. Luigi Longhi: 82.

<Notes>

1. Mark: More than 60, Junior Consultants who can implement the management activities with the assistance of others
2. Mark: More than 80, Senior Consultants who can implement the management activities by themselves.
3. The descriptions are based on the current state on September 5, 2005.



Annex 21 Monitoring & Evaluation Sheet (until September, 2005)

Production Management

(2) Assessment of Technical Capability of C/Ps of Production Management Group

Items (According to item no. of TCP)	Alfred G.		Enrique G.		Marvin H.		Remarks
	*	Dec.04	Sep.05	*	Dec.04	Sep.05	
2.1.2 Control of daily production	4	3	4	4	3	3	
2.1.3 Inventory and supply system (TOYOTA method)	5	4	5	3	3	3	
2.1.4 KAIZEN for production	5	4	5	5	3	4	
2.1.5 Management of factory	4	3	4	4	3	3	
2.2.2 Lean Production System (CELL Method)	5	4	5	5	2	4	
2.2.3 Cost improvement	3	3	3	3	2	3	
2.2.4 Experimental Design (TAGUTI Method)	3	2	2	3	2	2	
2.2.5 TPM	4	3	4	5	4	5	
2.2.6 Statistics	3	2	3	3	3	3	
2.3.2 Case study through company visit	5	4	5	5	3	4	
2.3.3 Diagnosis of production Management	4	3	4	4	2	3	
2.3.5 Safety management	5	4	5	5	3	4	
2.3.6 Activity of Small group (Shou Shuudan Katsudou)	5	3	4	5	3	5	
Additional 1 5S	5	4	5	5	3	5	
Additional 2 QC 7 tools	5	3	4	5	3	4	
Average	4.3	3.3	4.1	4.3	2.8	3.7	

Level of Evaluation

- 1 : Information level (Can talk about)
- 2 : Knowledge Level (Can give lecture with LTE)
- 3 : Understanding Level (Can give lecture independently)
- 4 : Skills 1 Level (Can implement with LTE in company)
- 5 : Skills 2 Level (Can implement independently in company)

* : The final point which Expert hopes.



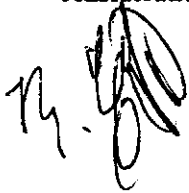
Annex 21 Monitoring & Evaluation Sheet

(3) Assessment of Technical Capability of C/Ps by Japanese Expert on Technology Transfer for Final Evaluation (Administrative Management Group)

Subjects/Area	Expected Level	Jose Arce	Gregorio Arce	Zianne Ramirez	Ana Mirley	Carlos Herrera
HRM in general	5	4	4	3	3	3
Motivation	5	5	4	4	4	4
Wage (Job-based Wage)	5	3	3	3	3	3
Wage (Bonus)	5	3	3	3	3	3
Wage (Incentive Scheme)	5	4	4	4	4	4
Wage (Performance Appraisal)	5	3	3	3	3	3
Consulting Skills (interview)	5	5	5	5	5	5
Consulting Skills (analysis)	5	4	4	4	3	3
Consulting Skills (Recommend.)	5	4	4	4	3	3
Consulting Skills (Presentation)	5	5	5	4	4	4
Consulting Skills (Reports)	5	5	5	4	4	4

Notes:

1. "Expected Level" was set as the level that each C/P can reach within 2 and a half years if they experience enough number of OJT Projects.
2. Evaluation was made on the basis of performance of each C/P during the Technology Transfer sessions and implementation of OJT Projects.
3. The level of evaluation for all the C/Ps is generally low, simply because they experienced only a few number of OJT Projects during the past 2.5 years.
4. Wada was not able to evaluate the C/Ps during 2003 and 2004 because of the absence of OJT Projects until 2005.
5. Before Wada's arrival in Costa Rica in August 2003, another long-term expert was in charge and mainly transferred knowledge and experience of "Marketing". Wada does not take that period into consideration.



Annex 21 Monitoring & Evaluation Sheet

(4) Evaluation of C/Ps on Technology Transfer (Productivity Measurement Group)

September 2005
Wada

Subjects/Area	Expected Level	Arlette Jimenez	Minor Vargas
Subject Knowledge -Productivity Measurement-	5	5	5
OJT Practice -Fact-finding Skills-	5	5	5
OJT Practice -Analytical Skills-	5	5	5
OJT Practice -Forming Recommendation Skills-	5	4	4
OJT Practice -Report Writing Skills-	5	4	4
OJT Practice -Presentation Skills-	5	5	5

Notes:

1. Technology transfer for the Productivity Measurement Group has been done mainly through the short-term experts.
2. OJT practices have been conducted in 6 companies by the supervision of the short-term experts.



Annex 22 List of Manuals, Textbooks and Materials Prepared by Japanese Experts

(1-1) Quality Management Group (From Dec. 2002 to Now): September 19, 2005 H Nakamura, Dr. Eng.

No.	Title	Pages	Month Prepared	Remarks
1	Philosophy of QM Group Activity	2	Jan. 2003	
2	Implementing ISO 9001	2	Jan. 2003	
3	Recognition of ISO 9001	2	Jan. 2003	
4	Merit of Implementing ISO 9001	1	Jan. 2003	
5	Relationship Between Quality Management System and Other Management System at Companies	1	Jan. 2003	
6	Job of ISO 9001 Consultants	2	Jan. 2003	
7	Important Point Kept in Mind for Factory Survey	1	Feb. 2003	
8	Survey of Existing State of Operation for Implementing ISO 9001	2	Feb. 2003	
9	Leading Causes of Failure in Implementing ISO 9001	1	Feb. 2003	
10	Relationship Between Organization and Certification/Resister Body	1	Feb. 2003	
11	Point of Choice for Certification/Resister Body	1	Feb. 2003	
12	"Shall Articles" in ISO 9001	6	March 2003	
13	Explanation of ISO 9001 (No.1)	3	March 2003	
14	Explanation of ISO 9001 (No.2)	5	March 2003	
15	Explanation of ISO 9001 (No.3)	3	March 2003	
16	Explanation of ISO 9001 (No.4)	6	March 2003	
17	Explanation of ISO 9001 (No.5)	4	April 2003	
18	Business Trip Report No.1, Panama City, Panama, March 25-28, 2003	4	April 2003	
19	Explanation of ISO 9001 (No.6)	6	April 2003	
20	How to Coordinate the SEPRESA Project	1	May 2003	To take an order from SEPRESA.
21	Synopsis of Presentation to Coopevictoria Board Members	1	May 2003	To take an order from Coopevictoria.
22	Basic Concept of Implementing ISO 9001	1	May 2003	To take an order from Coopevictoria.
23	Quotation to SEPRESA in Technical Matter	4	May 2003	To take an order from SEPRESA.
24	An Example of a "Quality Manual" for SMEs Based on ISO 9001: 2000	45	June 2003	
25	"Attached Control Sheets", Separately Bound to the "Quality Manual"	53	June 2003	
26	Checklist for Evaluation on 5S Activities	2	Oct. 2003	
27	Business Trip Report No.2, San Pedro, Sula, Honduras, Oct.26-to 31, 2003	14	Nov. 2003	
28	QM Group Activity Plan from 2004 to 2005 (Draft)	8	Jan. 2004	
29	Business Trip Report No.3, San Salvador, El Salvador, Jan.26-Feb.1	13	Feb. 2004	



No.	Title	Pages	Month Prepared	Remarks
30	How to Perform "Line Leaders Training Course" for Comeca (Draft)	2	Feb. 2004	To take an order from Comeca.
31	Basic Idea for Advancing the MONELCA Project (Draft)	4	March 2004	To take an order from MONELCA.
32	Basic Idea for Advancing the KONTEIN Project (Draft)	4	March 2004	To take an order from KONTEIN.
33	Business Trip Report No.4, San Salvador, El Salvador, March 29-April 3	12	April 2004	
34	"Effective Way of Performing Job" and "How to Make Self-development"	1	April 2004	
35	Comments for Handling of the Upcoming Visit to El Salvador	2	April 2004	
36	Curricula for Training of Kaizen Activities Base on TPM	2	May 2004	To take an order from ROTOFLEX.
37	Practical Plan for Kaizen Activities at the Company	2	May 2004	To take an order from ROTOFLEX.
38	Business Trip Report No.5, San Salvador, El Salvador, June 6-11	11	June 2004	
39	Action Plan for Consulting of Kaizen Activities at KONTEIN and ROTOFLEX (Draft)	4	June 2004	To take orders from KONTEIN and ROTOFLEX.
40	Irex de Costa Rica (Curridabat), 1st Visit	2	June 2004	
41	Arrangement for 2nd Visit to Irex de Costa Rica (Draft)	2	June 2004	
42	Arrangement for 2nd Visit to MONELCA (Draft)	2	June 2004	
43	Basic Concept to Reduce Set-up Time at Trimpot (Draft)	2	June 2004	To take an order from Trimpot.
44	Comments to Coopovictoria at Final Meeting for ISO 9001 Implementation	1	June 2004	
45	Details of Technology Transfer at Quality Management Group (From Dec. 2002 to June 2004)	7	June 2004	
46	Meeting at FANAL (06/07/04)	1	July 2004	
47	Arrangement for 3rd Visit to Irex de Costa Rica (Draft)	1	July 2004	
48	Florida Bebidas (Belen), 1st Visit	2	July 2004	
49	Action Plan for Implementing TPM to Florida Bebidas (Draft)	4	July 2004	Technical quotation to Florida Bebidas.
50	About the Training Curricula of TPM at Florida Bebidas	2	July 2004	
51	Visit to PROCOMER (July 15)	1	July 2004	
52	Writing to PROCOMER for the Seminar on August 26	1	July 2004	Synopsis of the presentation and the background of Dr. Nakamura
53	About the Efficiency of Time (Draft)	2	July 2004	In order to answer the request from Irex.
54	Business Trip Report No.6, San Salvador, El Salvador, July 26-30	5	August 2004	
55	Framing of the Seminar on August 26 (Draft)	1	August 2004	More detailed description about the work-shop sponsored by PROCOMER
56	"Process Approach" in ISO 9001	2	August 2004	
57	Quotation in Technical Matters to Banco Popular (Draft)	2	August 2004	
58	Overview of <The prepublication paper titled of "OJT at Companies of Japanese Approach for Quality and Productivity Improvement in Central America" under the joint signatures of Dr.	2	August 2004	Summary in English of the prepublication paper written in Japanese posted in September, 2004 to

No.	Title	Pages	Month Prepared	Remarks
	Nakamura, Ms. Hazel Rojas, Ms. Mariana Arias and Mr. Luigi Longhi to "International Development Research" (JICA, in Japanese)>			"International Cooperation Development" (JICA). Unfortunately, JICA did not accept the paper for the reason that it was ordinary.
59	"La practica de las actividades para mejoramiento de la calidad y la productividad al estilo Japonés en el area de Centro America (2004. 9 Version)	15	August 2004	The prepublication paper translated from Japanese into Spanish posted in September, 2004 to "International Cooperation Development" (JICA). Unfortunately, JICA did not accept the paper for the reason that it was ordinary.
60	Activity Plan for Rotoflex and KONTEIN (Draft)	1	August 2004	
61	Business Trip Report No.7, San Salvador, El Salvador, September 5 to 11	7	September 2004	
62	Business Trip Report No.8, Tegucigalpa and San Pedro Sula, Honduras, October 3-9, 2004	10	October 2004	
63	Business Trip Report No.9, San Salvador, El Salvador, October 18 to 22	6	October 2004	
64	Comments to TOGOROZ about Their Activities (Draft)	6	October 2004	To reply the request of TOGOROZ.
65	Quality Management Group Activities in 2005 (Draft)	1	November 2004	
66	Activity Plan for Rotoflex and KONTEIN Projects in San Salvador, El Salvador (Draft)	1	December 2004	
67	Program of "5S Convention in El Salvador" in February 2005 (Draft)	1	December 2004	
68	Suggestion to Training Materials Prepared by Florida Bebidas (Draft)	2	December 2004	
69	Synopsis of Prepublication Paper Posted on INLAC World Quality Forum 2005, "Implementation of Japanese Approach for Quality and Productivity Improvement in Central America"	1	December 2004	
70	Program for the "Imperial Project", Florida Bebidas	1	December 2004	
71	Training by STE, Mr. Takasu (March 7 to 18, Draft)	1	January 2005	
72	General Schedule of Quality Management Group in 2005	2	January 2005	
73	Activities of Quality Management Group in Foreign Countries (December 2002 to Now)	3	January 2005	
74	Business Trip Report No.10, San Salvador, El Salvador, January 16-21	6	January 2005	
75	Evaluation of C/Ps of Quality Management Group in the End of December 2004	1	January 2005	
76	Business Trip Report No.11, Managua, Nicaragua, January 25-30	8	February 2005	
77	Revised Program of the Rotoflex Project (Draft)	1	February 2005	
78	Business Trip Report No.12, San Salvador, El Salvador, February 20-27	9	March 2005	
79	Formation of Small Groups at No.3 Beer Bottling Line (Information)	1	March 2005	
80	Business Trip Report No.13, San Salvador, El Salvador, March 29-April 1	5	April 2005	
81	Personal Comments about New Training Project at Florida Bebidas	2	April 2005	

No.	Title	Pages	Month Prepared	Remarks
82	Activities of Quality Management Group in Foreign Countries (From Dec. 2002 to Now)	2	April 2005	
83	Technology Transfer: OJT at Companies (From Dec. 2002 to Now)	2	April 2005	
84	Technology Transfer: Company Visits (From Dec. 2002 to Now)	3	April 2005	
85	Technology Transfer: Documents (From Dec. 2002 to Now)	4	April 2005	
86	Technology Transfer: PP Slides (From Dec. 2002 to Now)	4	April 2005	
87	Technology Transfer: Presentation (From Dec. 2002 to Now)	3	April 2005	
88	Actual Activities at Coopvectoria Project (Phase 2)	3	April 2005	
88	Actual Activities at MONELCA Project	1	April 2005	
90	Actual Activities at Irex Project	1	April 2005	
91	Actual Activities at FANAL Project	2	April 2005	
92	Actual Activities at "Imperial" Project	2	April 2005	
93	Actual Activities at KONTEIN Project	1	April 2005	
94	Actual Activities at Rotoflex	1	April 2005	
95	Schedule of Quality Management Group (From January to August, 2005)	8	April 2005	
96	Actual Activities of OJT in March, 2005 by Mr. Takasu, STE	2	April 2005	
97	La practica de las actividades para incrementar la calidad y la productividad al estilo Japonese en el area de Centro America (May 2005 Version)	19	May 2005	The prepublication paper translated from Japanese into Spanish posted in March, 2005 to "International Cooperation Research" (IICA)
98	Business Trip Report No.14, San Salvador, El Salvador, May 3-6	5	May 2005	
99	Program of "Regional 5S Convention in Honduras" on August 18 and 19, 2005 (Draft)	2	May 2005	
100	Business Trip Report No.15, Veracruz, Mexico, May 22-28	17	June 2005	
101	Business Trip Report No.16, San Salvador, El Salvador, June 12-17	6	June 2005	
102	Business Trip Report No.17, Santo Domingo, Dominican Republic, June 15-18	6	June 2005	
103	Issues to Be Solved of the Project, Cerveceria Costa Rica --- Homework to Ms. Francoise (Draft)	1	June 2005	
104	Joint Projects of CEFOF with Other Organizations (1998-2000)	2	June 2005	
105	Evaluation of C/Ps of Quality Management Group in the End of June 2005	1	July 2005	
106	Business Trip Report No.18, San Salvador, El Salvador, July 26-30	6	August 2005	
107	Business Trip Report No.19, Tegucigalpa, Honduras, August 10-13	8	August 2005	
108	Program of International Convention in Costa Rica (Draft)	1	August 2005	
109	Evaluation of Counterparts of Quality Management Group as of July 2004 to July 2005	1	August 2005	
110	Contents of Commemorative Publication for Project (Draft)	1	August 2005	

No.	Title	Pages	Month Prepared	Remarks
110	Program for Final Ceremony of Project (Draft)	1	August 2005	
111	Companies and Persons Invited at International Convention in Costa Rica and Final Ceremony (Draft)	1	August 2005	
112	Activities of Quality Management Group (Draft)	18	September 2005	
113	Business Trip Report No.20, San Salvador, El Salvador, August 29- September 4	6	September 2005	
114	Ideas for TPM Training at Sigma Group in El Salvador (Draft)	1	September 2005	According to the request of C/Ps.
115	Points of Evaluation: Activities of Project and QM Group in El Salvador	1	September 2005	
116	Technology Transfer: OJT Projects (From Dec. 8, 2002 to Sep. 5, 2005)	23	September 2005	
117	PP Slides Prepared and Provides (From Dec. 8, 2002 to Sep.5, 2005)	5	September 2005	
118	Documents Prepared and Provided (From Dec. 8, 2002 to Sep. 8, 2005)	5	September 2005	

<Notes>

1. The data are based on the current state on September 19, 2005.



Annex 22 List of Manuals, Textbooks and Materials Prepared by the Japanese Experts

(1-2) Quality Management Group (From Dec. 2002 to Now): Presentations September 19, 2005 H. Nakamura, Dr. Eng.

No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/Ps
1	Seminar in Panama	Holiday Inn, Hotel & Suite, Panama City, Panama	27/03/03	45	"Quality and Productivity Are Closely Connected Each Other"	41	HR
2	Board Members for "Coopevictoria"	Coopevictoria, Grecia	22/05/03	20	"Why Does Company Want to Implement ISO9001?"	6	MA, HR, LL
3	Staff Members for "Coopevictoria"	Coopevictoria, Grecia	29/07/03	25	"Outline of ISO9001: 2000"	30	HR*
4	Open Seminar	CEFOF, Alajuela	03/10/03	25	"Outline of ISO9001: 2000 International Standard"	46	MA*, HR, LL
5	1st 5S Convention in Honduras	Club Hondureno Arab, San Pedro Sula, Honduras	30/10/03	140	"Primary Objectives of 5S Activities"	31	JA
6			30/10/03	140	"ISO9001 International Standard as Improvement Tools"	27	JA
7			30/10/03	140	"Objectives of 5S Activities"	2	JA
8	Regional Seminar	CEFOF, Alajuela	17/11/03	50	"How Has the Concept of Quality Changed at Company Activities?"	47	HR, LL, AM
9	Open Seminar at Regional Seminar	CEFOF, Alajuela	20/11/03	100	"Quality Management Activities in Severe Competitive Global Market for SMEs"	66	HR*, LL, AM
10	Seminar in El Salvador	Hotel Radisson Plaza, San Salvador, El Salvador	29/01/04	150	"Quality Management Activities at Small and Medium Size Enterprises"	42	HR
11	Workshop for "PLANTOSA" and "Ingenio La Cabana"	World Trade Center, San Salvador, El Salvador	30/01/04	25	"Maintenance and Improvement of Quality Management System"	16	HR*
12	Workshop for Service Industry	Hotel Villa Serena, San Salvador, El Salvador	31/01/04	20	"Quality Management Activities in Service Sector"	57	HR*
13	Workshop for "Bon Appetite" & "MONELCA"	Fusai Training Center, San Andres, El Salvador	30/03/04	20	"Improvement of Quality Management System Based on ISO9001 International Standard"	39	HR*, AM
14	Workshop at "PLANTOSA"	PLANTOSA, Soyapang, El Salvador	01/04/04	20	"Concept of Kaizen"	24	HR*, AM
15			01/04/04	20	"Productivity Measurement at Companies"	20	AM*, HR
16	Workshop at the Seminar, Sponsored by PROCOMER	Hotel San Jose Palacio, San Jose	26/08/04	35	"How to Maintain Competitiveness --- Learning from Japanese Experience"	72	MA*, HR*, LL



No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/Ps
17	Technical Evaluation at Banco Popular	Banco Popular, San Jose	30/09/04	10	"Measurement Indicators at Organizations"	6	MA, HR
18	Seminar in Tegucigalpa, Honduras	Hotel Clarion, Tegucigalpa, Honduras	07/10/04	150	"Concept of Kaizen (Continuous Improvement)"	32	HR, MA
19			07/10/04	150	"Outline of Quality Management"	30	HR, MA
20			07/10/04	150	"5S Activities, Basis of Japanese Approach"	15	HR, MA
21	Seminar in San Pedro Sula, Honduras	Hotel Copantl, San Pedro Sula, Honduras	08/10/04	160	"Concept of Kaizen (Continuous Improvement)" (Same presentation of No.18)	32	HR, MA
22			08/10/04	160	"Outline of Quality Management" (Same presentation of No.19)	30	HR, MA
23			08/10/04	160	"5S Activities, Basis of Japanese Approach" (Same presentation of No.20)	15	MA, HR
24	Regional Seminar	CEFOF, Alajuela	18/11/04	45	"Quality Management Activities at Small and Medium Size Enterprises"	68	HR, MA, LL
25			26/11/04	40	"Quality Management System Based on ISO 9001"	60	MA, HR
26	Training for KONTEIN and ROTOFLEX	ROTOFLEX, Soyapang, El Salvador	19/01/05	25	"5S Activities and TPM"	22	HR*, LL
27	Seminar in Nicaragua	Hotel Holiday Inn Select Managua, Nicaragua	26/01/05	160	"Outline of Japanese Production and Operations Management---Methods and Their Relationship"	25	HR
28			26/01/05	160	"Kaizen---Key to Quality and Productivity Improvement"	28	HR
29			27/01/05	150	"How to Improve Quality and Productivity at Small and Medium Size Enterprises in Central America"	25	HR
30	Training at Florida Bebidas, "Imperial" Project, Phase 1	Florida Bebidas, Belen	11/02/05	35	"Outline of TPM"	44	HR*, LL
31			16/02/05	20	"Outline of TPM" (Same presentation of No.30)	44	MA*
32			18/02/05	30	"Outline of TPM" (Same presentation of No.30)	44	MA*, HR*
33	Training at ROTOFLEX	ROTOFLEX, Soyapang, El Salvador	22/02/05	20	"Overview of TPM"	21	HR*, MA, LL
34			22/02/05	20	"Autonomous Maintenance in TPM"	51	HR*, MA, LL
35	1st 5S Convention in El Salvador	Hotel Radisson Plaza, San Salvador, El Salvador	23/02/05	170	"5S Activities, Basis of Japanese Approach for Quality and Productivity Improvement"	15	MA*, HR, LL

No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/PS
36	Training at MONELCA	MONELCA, Sapotitan, EL Salvador	25/02/05	15	"Concept of Kaizen (Continuous Improvement)" (Same presentation of No.18)	32	MA*, HR
37	Training at ROTOFLEX	ROTOFLEX, Soyapang, EL Salvador	30/03/05	15	"Autonomous Maintenance in TPM" (Continued from No. 34)	51	HR*, LL
38			30/03/05	15	"Overall Production Efficiency"	16	HR*, LL
39	Training at KONTEIN	KONTEIN, Soyapang, EL Salvador	31/03/05	15	"Concept of Kaizen" (Same presentation of No.18)	32	HR*
40	Training at Florida Bebidas, "Imperial" Project, Phase 2	Florida Bebidas, Belen	06/04/05	20	"Autonomous Maintenance in TPM" (Same presentation of No.34)	51	HR*, MA, LL
41			08/04/05	30	"Autonomous Maintenance in TPM" (Same presentation of No.34)	51	MA*
42			15/04/05	15	"Autonomous Maintenance in TPM" (Same presentation of No.34)	51	MA*
43			20/04/05	20	"Autonomous Maintenance in TPM" (Continued from No. 40)	51	MA*, HR
44			22/04/05	20	"Autonomous Maintenance in TPM" (Continued from No. 41)	51	HR*, MA, LL
45			29/04/05	20	"Autonomous Maintenance in TPM" (Continued from No. 42)	51	HR*, MA
46	Training at KONTEIN	KONTEIN, Soyapang, EL Salvador	05/05/05	15	"Overview of TPM" (Same presentation of No.33)	21	HR*, LL
*47	INLAC World Quality Forum 2005	World Trade Center, Veracruz, Mexico	24/05/05	700	"Implementation of Japanese Approach for Quality and Productivity Improvement in Central America"	50	HR, LL
48	Training at Rotoflex	ROTOFLEX, Soyapang, EL Salvador	13/06/05	10	"Concept of Kaizen" (Same presentation of No.18)	32	HR*, LL
49	Seminar in Dominican Republic	Meria Santo Domingo Hotel & Casino, Santo Domingo, Dominican Republic	16/06/05	150	"Quality Management Activities"	28	MA
50			17/06/05	150	"ISO 9001 International Standard as a Management Tool"	25	MA
51			17/06/05	150	"Kaizen Activities"	19	MA
52			17/06/05	150	"Outline of ISO 9001 International Standard"	35	MA
53	Training at FANAL	FANAL, Grecia	23/06/05	10	"ISO 9001 International Standard"	38	HR*
54	Training at Florida Bebidas, "Imperial" Project, Phase 3	Florida Bebidas, Belen	24/06/05	20	"Quality and Quality Maintenance"	20	HR*

M. E. A.

No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/Ps
55			24/06/05	20	"Concept of Overall Production Efficiency"	19	HR*, MA
56			01/07/05	20	"Quality and Quality Maintenance" (Same presentation of No.54)	20	HR*
57			01/07/05	20	"Concept of Overall Production Efficiency" (Same presentation of No.55)	19	HR*
58			05/08/05	20	"Quality and Quality Maintenance" (Same presentation of No.54)	20	HR*
59			05/08/05	20	"Concept of Overall Production Efficiency" (Same presentation of No.55)	19	HR*
60	Regional 5S Convention in Honduras	Hotel Real Inter-Continental, Tegucigalpa, Honduras	12/08/05	170	"Post-5S Activities at Organizations"	21	HR*, MA
61	Training at Florida Bebidas	Florida Bebidas, Belen	25/08/05	15	"Overview of Kaizen Activities"	37	MA*
62	Training at Rotoflex	ROTOFLEX, Soyapang, El Salvador	01/09/05	10	"Activities Focused on Quality in Broad Sense"	28	HR*, MA, LL
63	Training at KONTEIN	KONTEIN, Soyapang, El Salvador	02/09/05	10	"Activities Focused on Quality in Broad Sense" (Same presentation of No.62)	28	HR*

<Notes>

1. The data are based on the current state on September 19, 2005.
2. The mark * at the column of "No." shows the charges-free activities. The mark + at the column of "No." shows the charged activity, but CEFOF could not get any charges about it.
3. The table does not include the presentations delivered by the counterparts of NH.
4. HR: Ms. Hazel Rojas, MA: Ms. Marianela Arias, LL: Mr. Luigi Longhi, AM: Mr. Alberto Mantilla, JA: Mr. Jose Arce (Administration Gr.), NH: Dr. Nakamura Hideo, JICA-Expert.
5. Mr. Alberto Mantilla joined the Quality Management Group in the beginning of November 2003 and quit his job in the beginning of August 2004.
6. The mark of * in the column of C/Ps shows the interpreter from English into Spanish at the presentation. The simultaneous interpreters of INLAC translated the presentation of No.47 from English into Spanish. The PP slides in the Spanish versions were shown on the main screen in each venue.
7. Category and Number of Employees of Companies Concerned: Coopevictoria (Coffee & Sugar, 250), PLANTOSA (Coffee, 300), Ingenio La Cabana (Sugar, 225+215), Bon Appetite (Sports Drink, Juice, etc., 580), MONELCA (Steel Fabrication, 160(100)), PROCOMER (The Foreign Trade Corporation of Costa Rica), Banco Popular (Public Bank, 2000), KONTEIN (Plastic Container, 100), ROTOFLEX (Flexible Packing, 250), Florida Bebidas (Beverages, 1,000(90)), FANAL (Liqueur, 220)

Annex 22 List of Manuals Textbooks and Materials Prepared by Japanese Expert

(1-3) PP Slides Quality Management Group (From Dec. 2002 to Now)

September, 19 2005

H. Nakamura, Dr. Eng.

No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
1*	Quality and Productivity Are Closely Connected Each Other	41	March 2003	Presented at the Panama Seminar on March 27, 2003
2*	Why Do Companies Want to Implement ISO 9001?	6	May 2003	Presented at Coopevictoria on May 22, 2003
3	What Should We Expect in 5S Activities?	57	May 2003	
4	Basic Guidance in Understanding Total Quality Management	77	June 2003	
5	Outline of ISO 9001: 2000 International Standard	64	July 2003	
6	Practical Interpretation of ISO 9001: 2000	152	July 2003	
7*	Outline of ISO 9001: 2000 International Standard	30	July 2003	Presented at Coopevictoria on July 29, 2003
8*	Outline of ISO 9001: 2000 International Standard	46	Sep. 2003	Presented at the Open Seminar, CEFOF, on Sep. 30, 2003
9*	Primary Objectives of 5S Activities	32	Oct. 2003	Presented at "5S Convention", San Pedro Sula, Honduras, on Oct. 30, 2003
10*	ISO 9001 International Standard as Improvement Tools	27	Oct. 2003	Ditto
11*	Objectives of 5S Activities	2	Oct. 2003	Ditto
12	Statistical Methods for Quality Improvement (No.1, Fundamentals)	75	Nov. 2003	
13*	How Has the Concept of Quality Changed at Company Activities?	47	Nov. 2003	Presented at the Regional Seminar, CEFOF on Nov. 17, 2003
14*	Quality Management Activities for SMEs in Competitive Global Markets	66	Nov. 2004	Presented at the Open Seminar during the Regional Seminar, CEFOF on Nov. 20, 2003
15	Roles of Foreman (No.1 Introduction to the Management)	18	Jan. 2004	
16*	ISO 9000 Certificates Worldwide	10	Jan. 2004	
17	Statistical Methods for Quality Improvement (No.2, Basic Application)	62	Jan. 2004	
18	Quality Management Activities at Small and Medium Size Enterprises	61	Jan. 2004	
19	Quality Management Activities in Service Sector	61	Jan. 2004	
20*	Quality Management Activities at Small and Medium Size Enterprises	42	Jan. 2004	Presented at the El Salvador Seminar, on Jan. 29, 2004
21*	Maintenance and Improvement of Quality Management System	16	Jan. 2004	Presented at a Workshop, San Salvador, El Salvador, on Jan. 30, 2004
22*	Quality Management Activities in Service Sector	57	Jan. 2004	Presented at a Workshop, San Salvador, El Salvador, on Jan. 3, 2004
23	Roles of Foreman (No.2 General Information about Organization and Jobs)	90	Feb. 2004	
24	Quality Improvement (No.1 Fundamentals)	85	Feb. 2004	
25*	Improvement of Quality Management System Based on ISO 9001	39	March 2004	Presented at a Workshop, San Salvador, El Salvador, on March 30, 2004
26*	Concept of Kaizen	24	April 2004	Presented at a Workshop, San Salvador, El Salvador, on April 1, 2004



No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
27*	Productivity Measurement at Companies	20	April 2004	Presented at a Workshop, San Salvador, El Salvador, on April 1, 2004
28*	Quality Management Activities at Small and Medium Size Enterprises	64	April 2004	Prepared for the Presentation at an El Salvador Workshop, on April 2, 2004. But Unfortunately Canceled.
29	Quality Improvement (No.2 Basic Tools or Methods)	159	April 2004	
30	Statistical Methods for Quality Improvement (No.3 Statistical Process Control)	75	June 2004	
31	Kaizen Activities Based on the Concept of TPM (No.1 Outline of TPM)	104	June 2004	
32	5S Activities, Basis of Japanese Approach	22	July 2004	
33	Kaizen, Japanese Approach	67	July 2004	
34	Kaizen Activities Based on the Concept of TPM (No.2 Autonomous Maintenance)	81	July 2004	
35*	How to Maintain Competitiveness --- Learning from Japanese Experience	93	August 2004	Prepared for a Workshop at the Seminar Sponsored by PROCOMER at Hotel San Jose Palacio on August 26, 2004.
36	5S Activities and TPM	26	August 2004	Prepared for the training at Florida Bebidas
37	Outline of TPM	46	August 2004	Prepared for the training at Florida Bebidas
38	Roles of Foremen (No.3 Practical Knowledge Relating to Operations)	142	August 2004	
39	Quality Management Activities at Small and Medium Size Enterprises	69	August 2004	Prepared for the Presentation at an El Salvador Workshop, on September 9, 2004. But Unfortunately Canceled.
40*	How to Maintain Competitiveness --- Learning from Japanese Experience	72	August 2004	Presented at the Seminar Sponsored by PROCOMER at Hotel San Jose Palacio on August 26, 2004.
41*	Concept of Kaizen	32	September 2004	Presented at the seminar in Tegucigalpa and San Pedro Sula, Honduras on October 7 and 8, 2004.
42*	Outline of Quality Management	30	September 2004	Presented at the seminar in Tegucigalpa and San Pedro Sula, Honduras on October 7 and 8, 2004.
43*	5S Activities, Basis of Japanese Approach	15	September 2004	Presented at the seminar in Tegucigalpa and San Pedro Sula, Honduras on October 7 and 8, 2004.
44*	Quality Management Activities at Small and Medium Size Enterprises	68	September 2004	Presented at the Regional Seminar on November 18, 2004, at CEFOF
45*	Quality Management System Based on ISO 9001	60	September 2004	Presented at the Regional Seminar on November 26, 2004 at CEFOF
46*	Measurement Indicators at Organizations	6	September 2004	For the presentation at Banco Popular on September 30, 2004.
47	Outline of TPM	47	October 2004	Prepared for CUNA according to the request by Mr. Luigi on November

No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
				3, 2004. Postponed due to NH's illness.
48*	Outline of Japanese Production and Operations Management, Methods and Their Relationship	25	November 2004	Presented at Nicaragua Seminar, on January 26, 2005
49*	Kaizen---Key to Quality and Productivity Improvement	28	November 2004	Presented at Nicaragua Seminar, on January 26, 2005
50*	How to Improve Quality and Productivity at SMEs in Central America	25	November 2004	Presented at Nicaragua Seminar, on January 27, 2005
51*	Outline of TPM	44	November 2004	Presented at the Imperial Project Phase 1, Florida Bebidas, starting in January 2005.
52*	5S Activities and TPM	22	November 2004	Presented at the ROTOFLEX and KONTEIN project, El Salvador on January 19, 2005 and prepared for the Imperial Project Phase 1, Florida Bebidas, starting in January 2005.
53*	Overview of TPM	21	November 2004	Presented at the ROTOFLEX project, El Salvador on February 22, 2005.
54	"Kaizen" Concept Based on TPM	14	November 2004	Prepared for the ROTOFLEX and KONTEIN projects, El Salvador.
55*	Autonomous Maintenance in TPM	49	November 2004	Prepared for the Imperial Project Phase 2, Florida Bebidas, starting in April 2005.
56	ISO 9001 Certifications Worldwide (End of 2003)	16	January 2005	
57*	5S Activities, Basis of Japanese Approach for Quality and Productivity Improvement	15	February 2005	Presented at the 5S Convention in El Salvador, on February 23, 2005
58*	Autonomous Maintenance in TPM	51	February 2005	Presented at the ROTOFLEX project on February 22 and March 30, 2005
59	Implementation of Japanese Approach	21	February 2005	
60	Statistical Methods for Quality Improvement (No. 4, Sampling Inspection)	55	February 2005	
61	Concept of Kaizen (No.2)	27	February 2005	
62*	Overall Production Efficiency	16	March 2005	Presented at the ROTOFLEX project on March 30, 2005
63	Implementation of Japanese Approach for Quality and Productivity Improvement in Central America (Draft)	42	March 2005	Prepared for the "INLAC World Quality Forum 2005" held between May 24 and 27, in Veracruz, Mexico
64*	Quality and Quality Maintenance	20	April 2005	Presented at the "Imperial" project, Phase 3, Florida Bebidas, starting in June 2005.
65*	Concept of Overall Production Efficiency	19	April 2005	Presented at the "Imperial" project, Phase 3, Florida Bebidas, starting in June 2005.
66	Kaizen Activities	26	April 2005	Prepared for the "Imperial" project, Phase 3, Florida Bebidas, starting in

No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
67*	Implementation of Japanese Approach for Quality and Productivity Improvement in Central America (Official Final English Version)	40	May 2005	June 2005. Official English version posted on the "INLAC World Quality Forum 2005" held between May 24 and 27, in Veracruz, Mexico.
68*	Implementation of Japanese Approach for Quality and Productivity Improvement in Central America (Presenting Version)	50	May 2005	Presented at the "INLAC World Quality Forum 2005" held between May 24 and 27, in Veracruz, Mexico.
69	Quality Management Activities	28	May 2005	Prepared for the seminar in the Dominican Republic held on June 16.
70	ISO 9001 International Standard as a Management Tool	25	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
71	Outline of ISO 9001 International Standard	35	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
72	Kaizen Activities	19	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
73	Examples of Kaizen Activities in Central America	22	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
74*	ISO 9001 International Standard	38	June 2005	Presented at the training of FANAL held on June 21.
75*	Post-SS Activities at Organizations	21	June 2005	Presented at the Regional SS Convention in Honduras on August 12.
76*	Quality Management Activities	28	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
77*	ISO 9001 International Standard As a Management Tool	23	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
78*	Outline of ISO 9001 International Standard	36	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
79*	Kaizen Activities	18	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
80	Concept of Japanese Approach for Quality and Productivity Improvement	39	August 2005	Prepared for the training of the managers and the engineers at the "Imperial" project, Phase 3, Florida Bebidas.
81	Overview of Kaizen Activities	23	August 2005	Prepared for the training of the engineers at the "Imperial" project, Phase 3, Florida Bebidas.
82*	Overview of Kaizen Activities (Revised Version)	37	August 2005	Presented at the training of the managers and the engineers at the "Imperial" project, Phase 3, Florida Bebidas on August 25.
83*	Activities Focused on Quality in Broad Sense	28	August 2005	Presented at the training of Rotoflex and KONTEIN on September 1 and 2.

<Notes>

1. The data are based on the current state on September 19, 2005.

2. The mark of * in the column of "No." shows that the counterparts at the Quality Management Group have the PP slides of not only the English version but also the Spanish version translated by themselves.

Annex 22 List of Manuals, Textbooks and Materials Prepared by Japanese Experts (until September, 2005)

(2-1) Production Management Group

To get the contract of OJT and to conduct the consultations with each company, Jica Expert has prepared **more than 55 materials** (Documents and Power points) and explained these to all C/Ps. Many materials were translated to Spanish by C/Ps to be presented to the companies.

In addition to these materials, Expert prepared **more than 15 proposals** to each company where we have visited. These proposals could be counted for materials.

No.	Object	Date	Name of Documents	Kind	Volume	Language	Outline of Contents
1			Memory of OJT	Doc.	1 page	English	Manner for visiting the company
2			Shou Shuudan Katsudou	Doc.	5 pages	English	1. Introduction of S.S.K. 2. Merit 3. Necessity 4. Implementation 5. S.S.K. in TPM
3			Factory Management	Doc.	9 pages	English	1. PDCA 2. Organization of the company 3. Production Cost 4. \$ & Colon 5. Products 6. Outsourcing
4			Estimation of Consultant fee of CEFOF	Doc.	2 pages	English	Tentative calculation of Man-fee of C/P of Cefof
5			Safety in the site	P.P.	66 sheets	English / Spanish	General presentation of Safety
6	General			Doc.	5 page	English / Spanish	Specific points for Safety in the site (Attached sheet of P.P. of Safety)
7			Safety and Production	P.P.	20 sheets	English / Spanish	To explain the relation between Safety and Productivity
8			5S in the site	P.P.	49 sheets	English / Spanish	General presentation of 5S
9				Doc.	6 pages	English / Spanish	Specific points for 5S in the site (Attached sheet of P.P. of 5S)
10			Cell System	P.P.	94 sheets	English / Spanish	General presentation of Cell System (including Cell line, Kanban system, JIT, Andon and Poka Yoke)
11			QC 7 tools	P.P.	89 sheets	English	Introduction of QC 7 tools
12	Roma Prince	June	Comments to Roma Prince	Doc.	1 page	English	Comments for raw material, Storage, material handling, maintenance and etc.
13	Holcim	June	Comments for Safety to Holcim	Doc.	4 pages	English / Spanish	Questions and comments (Organization, Activities, etc.) of the factory

No.	Object	Date	Name of Documents	Kind	Volume	Language	Outline of Contents
14	CKC	June	Introduction of CKC	Doc.	1 page	English	Introduction of the factory of CKC (Micro Switch maker)
15	Saret	July	Comments for Safety to Saret	Doc.	3 pages	English	Comments for Safety of the site
16	Align	August	Visit report	Doc.	2 pages	English	Introduction of the factory of Align
17	Coloplast	Feb./05	Comments for 5S by photo	P.P.	35 sheets	English / Spanish	As to 5s, we took photos of the factory and made comments.
18	Domitica	Feb./05	Comment for new factory	Doc.	6 pages	English	Comments for designing new factory of Domitica (biscuit maker)
19	Cerveceria Panama	May/05	Comments to Cerveceria Panama	Doc.	15 pages	English	When we went to Panama, we prepared questions of their operation, Cost of factory and Shou Shuudan.
20	RTC	July/05	Comments of priority of education	Doc.	1 pages	English	They asked the priority between to improve productivity and to educate supervisors.
21	D/I	June/05	Comments of unit price	Doc.	5 pages	English	I introduced the unit cost in case of low products yield.
22	Punto Rojo	Aug./05	Summary of visit	Doc.	4 pages	English / Spanish	After visit to the factory, we made many comments, as to Safety, 5S and Productivity.
23	Cerveceria Guatemala	Aug./05	Questionnaire of the factory and operation	Doc.	2 pages	English	Beer maker of Guatemala came to Cefof. They asked us to visit to the company. For visit we prepared the questionnaires. But they never called us again.
24	Micro Technologies	Aug.	Report of productivity	Doc.	9 pages	English	Report : Lay-out, Production capacity, Operation, Comments for production capacity, Other comments
25		Aug.	Report of productivity (reviewed 1)	Doc.	10 pages	English	Reviewed report : Lay-out, Production capacity, Operation, Point of job, Kanban, Comments for weekly schedule, Other comments
26		Sep.	Recommended new Lay-out	Doc.	4 pages	English	a new lay-out recommended for semi Cell line
27		Sep.	Final document	Doc.	24 pages	English	Final documents for our consultation (Kanban system=improvement of process line) (1) To introduce a new lay-out, including decrease operator's number, (2) To increase operation ratio, (3) Miscellaneous comments for operation, (4) To make a incentive to operators
28		Sep.	Summary of Final document	P.P.	30 sheets	English	P.P. : Summary of final document

No.	Object	Date	Name of Documents	Kind	Volume	Language	Outline of Contents
29	Jockey	Feb./05	Shou Shuudan	P.P.	30 sheets	Spanish	Introduction of Shou Shuudan Activities
30		Feb./05	TPM	P.P.	41 sheets	Spanish	Introduction of TPM
31		Feb. - Apr./05	Comments	Doc.	5 pages	English / Spanish	Comments to the equipment, operation and manner in the factory
32		Sept./05	Comment to supervisors	Doc.	5 pages	English / Spanish	(1) Comments to administrate the stop time (2) Activities of 5S
33		Sep./05	Final comments	Doc.	more than 5 pages	English / Spanish	Comparison between our activities and our proposal
34	Terramix		Minute notes	Doc.		English / Spanish	3 documents
35		May/05	Comments for Quality Standards	Doc.	2 pages	English / Spanish	We made comments to the contents of specification of the examination (items of specification).
36		June/05	Comments for Range of Specification	Doc.	7 pages	English / Spanish	We made comments to the contents of checking values of examinations of raw material.
37		June/05	Poka Yoke	Doc.	5 pages	English / Spanish	Specific comments for Poka Yoke to the site of raw material
38		5-Jun	Final comments to Raw material	Doc.	about 16 pages	English / Spanish	Summary of upper documents
39		July/05	Comments for Injection and Compression process	Doc.	6 pages	English / Spanish	To improve control of temperature / quantity of raw material, to conduct autonomous inspection for appearance check and to improve the report of Hardness / etc.
40		Aug./05	Final report in Step1	Doc.	32 pages	English / Spanish	We finished our consultation of Step 1(Comments for Specifications). In this report, we made many comments to improve the Quality system. -- total 41 comments
41		Sep./05	Table of comments and planning	Doc.	6 pages	English / Spanish	To promote their implementation for our comments, we made the check table. (We asked their policy and activities to conduct our comments)
42		Sep./05	QC 7 tools	P.P.	26 sheets	English	To explain the control charts of QC 7 tools to managers and supervisors
43	Proquinal		Minute notes	Doc.		English	5 minute notes

No.	Object	Date	Name of Documents	Kind	Volume	Language	Outline of Contents
44		Oct.	Additional explanation for the proposal	Doc.	8 pages	English	(1) Schedule, (2) Finishing point, (3) Implementation, (4) Training method
47		Dec.	Comments of 5S and Safety in the site	Doc.	21 pages	English / Spanish	According to our observation, we made comments as to 5S and safety in the site
48		Jan./05		P.P.	31 sheets	English / Spanish	By our photo of the site, we made comments of Safety and 5S
49		June/05	Organization of 5S, Safety and Kaizen	Doc.	3 pages	English	Introduction of the method to implement activities of Shou Shuudan for 5S, Safety and KAIZEN
50		June/05	Comments to Quality assurance 1	Doc.	12 pages	English	Comments to Quality assurance in a laboratory and a process line
51		June/05	Comments to Quality assurance 2	Doc.	3 pages	English	Comments to Quality assurance in color preparation
52		May/05	Introduction of Quality system	Doc.	12 pages	English / Spanish	Out line of Quality Assurance system in the process line
53		Aug./05	Advice to get a stable operation	Doc.	5 pages	English	The advice, how to get the stable operation. (for 3 shifts, for education of operators, for products yield ratio)
54		Sep./05	Comments 1 to productivity	Doc.	1 page	English	The definition of a products yield and stopping time
55		Sep./05	Comments 2 to productivity	Doc.	7 pages	English	Analysis of products yield and stopping time
56		Sep./05	Comments 3 to productivity	Doc.	10 pages	English	Analysis of products yield and stopping time

Annex 22 List of Manuals, Textbooks and Materials Prepared by Japanese Experts

(2-1) Production Management Group

Expert : Ing. Kenji Takemura

DATE	TITLE	SUBTITLE & TEMA	Ppt	CD-ROM	HDD	Volume (MB)
Done: May 11, 18, 2001	1. KAIZEN	I What is KAIZEN * How to find problem I KAIZEN by Idea * The steps of solving problems I KAIZEN by Analysis * Points in data analysis I KAIZEN for POKAYOKE * Exercise				
Done: May 25, 2001	2. Maintenance System with TPM	I Mngint and Maintenance *Management of professional I The type of maintenance *Maintenance I What is TPM *Management of Autonomous I The contents of TPM *Maintenance Seiso Inspection				
Done: June 1, 2001	3. PDCA Management	I Basic Process Control Sys. I What is PDCA Cycle I Important points in each Stage of the Cycle I How to rotate the Cycle				
Done: June 22, 8, 2001	4. Hoshin Management with Bench-Marking	I What is Bench Marking * Detail process of B-M I The object of B-M *How to map up H-M in implementation I What is Hoshin Management				
Done: July 6, 2001	5. Cost Management	I The structure of H-M *How to implement daily management I What are elements of cost *What is Cost Table I The importance of * Deployment of Cost reduction Cost reduction * Activity I Cause of cost. *Methods for cost reduction I Fixed Cost and Variable Cost				
Done: July 20, 2001	6. Lean Production System	I Push and Pull Production * Lead time reduction System * Small lot production I Organization of TOYOTA *Leveling of Production Production System *KANBAN system in detail I Just In Time and KANBAN * Car maker, supplier and dealer				
Done: June 28 July 27, 2001	7. Others	I Motivation I How to manage effectively				
From: Dic. 8-2002. To: June 30-2003	Concept of KAIZEN (Improvement)	1) Japanese TQM (Total Quality Management) 2) ISO9004-2000 : "Process of continual improvement" 3) Integration of Japanese TQM-KAIZEN and ISO9000family				11 pages
		QC circle activity QC 7 tools				



Annex 22 List of Manuals, Textbooks and Materials Prepared by Japanese Experts

(2-1) Production Management Group

Expert : Ing. Kenji Takemura

DATE	TITLE	SUBTITLE & TEMA	PPT	CD-ROM	HDD	Volume (MB)	
From Dic. 8-2002 to June 30-2003	Tools & Key words for KAIZEN (Improvement) activity	CS (Customer Satisfaction)					
		Policy management					
		QFD (Quality Function Deployment)					
		Vocabulary & symbols for statistical quality control					
		KAIZEN vs Innovation					
		PLP (Product Liability Prevention)					
		FMEA (Failure Mode and Effects Analysis)					
		FTA (Fault Tree Analysis)					
		Reliability					
		Fool proof, Fail safe					
		6σ (Six sigma) and Cp(Process capability Index)					
		Bench marking					
		Malcolm Baldrige National Quality Award					
		Knowledge Management					
		Brain storming and Card suggestion system					
		Source control for Zero defect					
		5S (Seiri, Seiton, Seiso, Seiketu, Shituke)					
		QC/PSM (Quality, Cost, Delivery, Productivity, Safety, Morale					
		PDCA (Plan, Do, Check, Act)					
		The 5W1H technique (Who, When, What, Where, Why, How)					
QC Process Chart							
The 4M technique (Man, Material, Machine, Method)							
IE (Industrial Engineering)							
3 Mu check list (Muda, Muri, Mura)							
SCM (Supply Chain Management)							
Diagnosis and KAIZEN schedule					238 pages		
						155	
						123	
						257.2	
						16.6	
						179	
						248	
From: Jul. 01, 2003 to Dec. 31, 2003	TOYOTA Production System -Streaming						
	TOYOTA Production System -						
	POKA-YOKE						
	KAIZEN Activity in Service Sector in Japan						
	Activity of SME for a new technology market in Japan						
Cost Reduction for/by Engineers							
TOYOTA Production System - KANBAN							



Annex 22 List of Manuals, Textbooks and Materials Developed by Japanese Expert

(3) Administrative Management Group (Mr. Wada)

No.	Date	Title of Materials	Purpose	Form		Volume (KB)	Language	
				Text	P.P.		Eng.	Spa.
1	09-03	Administrative Management Group Session 1	To introduce the expected contents of technology transfer from Wada	•		3 p		•
2	09-03	Recent Trend of Management and Human Resources Management	Technology transfer to all the CEFOF C/Ps		•	39 KB		•
3	09-03	Major HRM-related Issues	Technology Transfer to C/Ps	•		4 p		•
4	09-03	Introduction to Remuneration System	Technology transfer to C/Ps	•		22 KB		•
5	10-03	Introduction to Remuneration System (2)	Technology transfer to C/Ps	•		43 KB		•
6	10-03	Fact-finding on CEFOF's Wage System	Technology Transfer to C/Ps	•		1 p		•
7	10-03	Productivity Indicators	Technology Transfer to C/Ps	•		1 p		•
8	10-03	Major Differences between Private and Public-sector Wage	Technology Transfer to C/Ps	•		1 p		•
9	10-03	Illustration of Private Sector Wage	Technology Transfer to C/Ps	•		1 p		•
10	10-03	Introduction To Remuneration System (3)	Technology transfer to C/Ps	•		54 KB		•
11	10-03	Basics of Consulting	Technology Transfer to C/Ps	•		2 p		•
12	11-03	Motivation	Lecture in the CEFOF's Open Seminar during Regional Training	•		528 KB		•
13	11-03	Job Evaluation	Technology transfer to C/Ps	•		71 KB		•
14	11-03	Fact-finding Practice on Wage Figures	Technology Transfer to C/Ps	•		2 p		•
15	11-03	Performance Appraisal	Technology transfer to C/Ps	•		247KB		•
16	11-03	5S in JICA Honduras Office	Advice for JICA Honduras Staff	•		1 p		•
17	12-03	Variable Wage	Technology transfer to C/Ps	•		131KB		•
18	12-03	Scanlon and Rucker Plan	Technology Transfer to C/Ps	•		3 p		•
19	12-03	Productivity Development and JICA's Involvement	To lecture in "Management Seminar" taking place in El Salvador		•	990KB		•
20	12-03	Major Policies of Human Resources Management (HRM)	Technology transfer to C/Ps		•	398KB		•
21	12-03	Some Examples of Excellent Japanese SMEs	To lecture in "Management Seminar in El Salvador"		•	161KB		•
22	01-04	Session Plan for 1 st CEFOF Open Seminar	Technology Transfer to C/Ps	•		3 p		•
23	01-04	Technology Transfer for Productivity Measurement Group	Technology Transfer to Measurement Group C/Ps	•		2 p		•
24	01-04	Technology transfer for Productivity Measurement Group (2)	Technology Transfer to Measurement Group C/Ps	•		2 p		•



No.	Date	Title of Materials	Purpose	Form		Volume (KB)	Language	
				Text	P.P.		Eng.	Spa.
25	01-04	Wage Reform –Strategic Vision of Human Resources Management-	Lecture in the CEFOF open seminar		•	162KB	•	•
26	03-04	Situational Leadership	Training materials for C/Ps		•	109KB	•	•
27	03-04	Notes on Situational Leadership	Technology transfer to C/Ps	•		3 p	•	
28	03-04	Procedures of "Situational Leadership" Training	Technology Transfer to C/Ps	•		1 p	•	
29	04-04	Communication	Training materials for C/Ps	•		121KB	•	
30	04-04	Diagnostic Chart of METALIN	Technology Transfer to C/Ps	•		1 p		
31	04-04	Formation of Proposal	Technology Transfer to C/Ps	•		2 p		
32	05-04	OJT Practice in METALIN	Technology Transfer to C/Ps	•		128KB	•	
33	05-04	Effective Supervisor	Lecture in the company		•	89KB	•	•
34	06-04	Productivity and Quality Improvement – Japanese Way -	To lecture in "Management seminar in Honduras"		•	277KB	•	•
35	07-04	Managing Productivity –Made Easy-	Technology transfer to C/Ps		•	1344KB	•	•
36	09-04	Memo on JICA Group Course	Information for Z. R.	•		2 p	•	
37	06-04	Human Side of Japanese Production Management	Lecture in Management Seminar in Honduras		•	344KB	•	•
38	08-04	Diagnostic Study in METALIN	Technology transfer to C/Ps		•	51KB	•	•
39	09-04	Experiences of Productivity Movement	Lecture in the company		•	55KB	•	•
40	09-04	Memo on Productivity Measurement	Technology Transfer to C/Ps of Measurement Group	•		1 p	•	
41	10-04	Productivity and Quality Improvement – Japanese Way- (Revised)	Lecture in the CEFOF Regional Seminar		•	1400KB	•	•
42	12-04	Excellent SMEs in Japan (Revised)	Lecture in Management Seminar in Nicaragua		•	350KB	•	•
43	05-05	JICA's Involvement in SME Development and Participation in the Market	Lecture in JCPP Program in Nicaragua		•	302KB	•	•
44	06-05	HRM Issues in OJT Project	Technology transfer to C/Ps		•	51KB	•	
45	07-05	Our Experience in Productivity Development in Latin America	Lecture in PROMPYME Seminar in Lima		•			
46	07-05	5S and Expected Benefits	Lecture in 5S Convention in Honduras		•	538KB	•	•
47	07-05	Implementation of 5S in Peru JICA Office	Advice to the staff of JICA Peru Office	•		408KB	•	•
48	08-05	Complementary Technology Transfer Session	Preparation for the final examination in Tokyo		•	2 p	•	
49	08-05	Fanal Case	Preparation for the final examination in Tokyo		•	46KB	•	•
50	09-05	Process of Incentive Scheme Project	Preparation for the final examination in Tokyo	•		53KB	•	•
				•		1 p	•	•

Annex 23 List of Manuals Textbook Developed by Costa Rican C/Ps

(1) Quality Management Group

Power Point Presentations Spanish Versions Developed by Quality Management Group and Expert (From Dec. 2002 to Now) September, 19 2005

No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
1*	Quality and Productivity Are Closely Connected Each Other	41	March 2003	Presented at the Panama Seminar on March 27, 2003
2*	Why Do Companies Want to Implement ISO 9001?	6	May 2003	Presented at Coopevictoria on May 22, 2003
3	What Should We Expect in 5S Activities?	57	May 2003	
4	Basic Guidance in Understanding Total Quality Management	77	June 2003	
5	Outline of ISO 9001: 2000 International Standard	64	July 2003	
6	Practical Interpretation of ISO 9001: 2000	152	July 2003	
7*	Outline of ISO 9001: 2000 International Standard	30	July 2003	Presented at Coopevictoria on July 29, 2003
8*	Outline of ISO 9001: 2000 International Standard	46	Sep. 2003	Presented at the Open Seminar, CEFOF, on Sep. 30, 2003
9*	Primary Objectives of 5S Activities	32	Oct. 2003	Presented at "5S Convention", San Pedro Sula, Honduras, on Oct. 30, 2003
10*	ISO 9001 International Standard as Improvement Tools	27	Oct. 2003	Ditto
11*	Objectives of 5S Activities	2	Oct. 2003	Ditto
12	Statistical Methods for Quality Improvement (No. 1, Fundamentals)	75	Nov. 2003	
13*	How Has the Concept of Quality Changed at Company Activities?	47	Nov. 2003	Presented at the Regional Seminar, CEFOF on Nov. 17, 2003
14*	Quality Management Activities for SMEs in Competitive Global Markets	66	Nov. 2004	Presented at the Open Seminar during the Regional Seminar, CEFOF on Nov. 20, 2003
15	Roles of Foreman (No.1 Introduction to the Management)	18	Jan. 2004	
16*	ISO 9000 Certificates Worldwide	10	Jan. 2004	
17	Statistical Methods for Quality Improvement (No.2, Basic Application)	62	Jan. 2004	
18	Quality Management Activities at Small and Medium Size Enterprises	61	Jan. 2004	
19	Quality Management Activities in Service Sector	61	Jan. 2004	
20*	Quality Management Activities at Small and Medium Size Enterprises	42	Jan. 2004	Presented at the El Salvador Seminar, on Jan. 29, 2004
21*	Maintenance and Improvement of Quality Management System	16	Jan. 2004	Presented at a Workshop, San Salvador, El Salvador, on Jan. 30, 2004
22*	Quality Management Activities in Service Sector	57	Jan. 2004	Presented at a Workshop, San Salvador, El Salvador, on Jan. 3, 2004
23	Roles of Foreman (No.2 General Information about Organization and Jobs)	90	Feb. 2004	

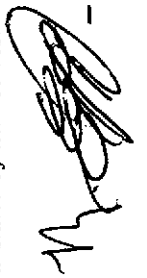
No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
24	Quality Improvement (No.1 Fundamentals)	85	Feb. 2004	
25*	Improvement of Quality Management System Based on ISO 9001	39	March 2004	Presented at a Workshop, San Salvador, El Salvador, on March 30, 2004
26*	Concept of Kaizen	24	April 2004	Presented at a Workshop, San Salvador, El Salvador, on April 1, 2004
27*	Productivity Measurement at Companies	20	April 2004	Presented at a Workshop, San Salvador, El Salvador, on April 1, 2004
28*	Quality Management Activities at Small and Medium Size Enterprises	64	April 2004	Prepared for the Presentation at an El Salvador Workshop, on April 2, 2004. But Unfortunately Canceled.
29	Quality Improvement (No.2 Basic Tools or Methods)	159	April 2004	
30	Statistical Methods for Quality Improvement (No.3 Statistical Process Control)	75	June 2004	
31	Kaizen Activities Based on the Concept of TPM (No.1 Outline of TPM)	104	June 2004	
32	5S Activities, Basis of Japanese Approach	22	July 2004	
33	Kaizen, Japanese Approach	67	July 2004	
34	Kaizen Activities Based on the Concept of TPM (No.2 Autonomous Maintenance)	81	July 2004	
35*	How to Maintain Competitiveness --- Learning from Japanese Experience	93	August 2004	Prepared for a Workshop at the Seminar Sponsored by PROCOMER at Hotel San Jose Palacio on August 26, 2004.
36	5S Activities and TPM	26	August 2004	Prepared for the training at Florida Bebidas
37	Outline of TPM	46	August 2004	Prepared for the training at Florida Bebidas
38	Roles of Foremen (No.3 Practical Knowledge Relating to Operations)	142	August 2004	
39	Quality Management Activities at Small and Medium Size Enterprises	69	August 2004	Prepared for the Presentation at an El Salvador Workshop, on September 9, 2004. But Unfortunately Canceled.
40*	How to Maintain Competitiveness --- Learning from Japanese Experience	72	August 2004	Presented at the Seminar Sponsored by PROCOMER at Hotel San Jose Palacio on August 26, 2004.
41*	Concept of Kaizen	32	September 2004	Presented at the seminar in Tegucigalpa and San Pedro Sula, Honduras on October 7 and 8, 2004.
42*	Outline of Quality Management	30	September 2004	Presented at the seminar in Tegucigalpa and San Pedro Sula, Honduras on October 7 and 8, 2004.
43*	5S Activities, Basis of Japanese Approach	15	September 2004	Presented at the seminar in Tegucigalpa and San Pedro Sula, Honduras on October 7 and 8, 2004.
44*	Quality Management Activities at Small and Medium Size Enterprises	68	September 2004	Presented at the Regional Seminar on November 18, 2004, at CEFOF

No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
45*	Quality Management System Based on ISO 9001	60	September 2004	Presented at the Regional Seminar on November 26, 2004 at CEFOF
46*	Measurement Indicators at Organizations	6	September 2004	For the presentation at Banco Popular on September 30, 2004.
47	Outline of TPM	47	October 2004	Prepared for CUNA according to the request by Mr. Luigi on November 3, 2004. Postponed due to NH's illness.
48*	Outline of Japanese Production and Operations Management, Methods and Their Relationship	25	November 2004	Presented at Nicaragua Seminar, on January 26, 2005
49*	Kaizen---Key to Quality and Productivity Improvement	28	November 2004	Presented at Nicaragua Seminar, on January 26, 2005
50*	How to Improve Quality and Productivity at SMEs in Central America	25	November 2004	Presented at Nicaragua Seminar, on January 27, 2005
51*	Outline of TPM	44	November 2004	Presented at the Imperial Project Phase 1, Florida Bebidas, starting in January 2005.
52*	5S Activities and TPM	22	November 2004	Presented at the ROTOFLEX and KONTEIN project, El Salvador on January 19, 2005 and prepared for the Imperial Project Phase 1, Florida Bebidas, starting in January 2005.
53*	Overview of TPM	21	November 2004	Presented at the ROTOFLEX project, El Salvador on February 22, 2005.
54	"Kaizen" Concept Based on TPM	14	November 2004	Prepared for the ROTOFLEX and KONTEIN projects, El Salvador.
55*	Autonomous Maintenance in TPM	49	November 2004	Prepared for the Imperial Project Phase 2, Florida Bebidas, starting in April 2005.
56	ISO 9001 Certifications Worldwide (End of 2003)	16	January 2005	
57*	5S Activities, Basis of Japanese Approach for Quality and Productivity Improvement	15	February 2005	Presented at the 5S Convention in El Salvador, on February 23, 2005
58*	Autonomous Maintenance in TPM	51	February 2005	Presented at the ROTOFLEX project on February 22 and March 30, 2005
59	Implementation of Japanese Approach	21	February 2005	
60	Statistical Methods for Quality Improvement (No. 4, Sampling Inspection)	55	February 2005	
61	Concept of Kaizen (No.2)	27	February 2005	
62*	Overall Production Efficiency	16	March 2005	Presented at the ROTOFLEX project on March 30, 2005
63	Implementation of Japanese Approach for Quality and Productivity Improvement in Central America (Draft)	42	March 2005	Prepared for the "INLAC World Quality Forum 2005" held between May 24 and 27, in Veracruz, Mexico.
64*	Quality and Quality Maintenance	20	April 2005	Presented at the "Imperial" project, Phase 3, Florida Bebidas, starting in June 2005.

No.	Title of Slides Prepared by "Power Point"	Slides	Month Prepared	Remarks
65*	Concept of Overall Production Efficiency	19	April 2005	Presented at the "Imperial" project, Phase 3, Florida Bebidas, starting in June 2005.
66	Kaizen Activities	26	April 2005	Prepared for the "Imperial" project, Phase 3, Florida Bebidas, starting in June 2005.
67*	Implementation of Japanese Approach for Quality and Productivity Improvement in Central America (Official Final English Version)	40	May 2005	Official English version posted on the "INLAC World Quality Forum 2005" held between May 24 and 27, in Veracruz, Mexico.
68*	Implementation of Japanese Approach for Quality and Productivity Improvement in Central America (Presenting Version)	50	May 2005	Presented at the "INLAC World Quality Forum 2005" held between May 24 and 27, in Veracruz, Mexico.
69	Quality Management Activities	28	May 2005	Prepared for the seminar in the Dominican Republic held on June 16.
70	ISO 9001 International Standard as a Management Tool	25	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
71	Outline of ISO 9001 International Standard	35	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
72	Kaizen Activities	19	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
73	Examples of Kaizen Activities in Central America	22	May 2005	Prepared for the seminar in the Dominican Republic held on June 17.
74*	ISO 9001 International Standard	38	June 2005	Presented at the training of FANAL held on June 21.
75*	Post-5S Activities at Organizations	21	June 2005	Presented at the Regional 5S Convention in Honduras on August 12.
76*	Quality Management Activities	28	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
77*	ISO 9001 International Standard As a Management Tool	23	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
78*	Outline of ISO 9001 International Standard	36	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
79*	Kaizen Activities	18	June 2005	Presented at the seminar in the Dominican Republic held on June 17.
80	Concept of Japanese Approach for Quality and Productivity Improvement	39	August 2005	Prepared for the training of the managers and the engineers at the "Imperial" project, Phase 3, Florida Bebidas.
81	Overview of Kaizen Activities	23	August 2005	Prepared for the training of the engineers at the "Imperial" project, Phase 3, Florida Bebidas.
82*	Overview of Kaizen Activities (Revised Version)	37	August 2005	Presented at the training of the managers and the engineers at the "Imperial" project, Phase 3, Florida Bebidas on August 25.
83*	Activities Focused on Quality in Broad Sense	28	August 2005	Presented at the training of Rotoflex and KONTEIN on September 1 and 2.

<Notes>

1. The data are based on the current state on September 19, 2005.
2. The mark of * in the column of "No." shows that the counterparts at the Quality Management Group have the PP slides of not only the English version but also the Spanish version translated by themselves.



**Annex 23 List of Manuals Textbook Developed by Costa Rican C/Ps
(2) Administrative Management Group**

Integrantes: Carlos Herrera, Gregorio Arce, José Arce, Ana Contreras, Zianne Ramírez Period: 2005

Activities/ programs	Classification	Data	Responsible
Materials, Textbooks and manuals			
Productividad II	Preparación de Materiales para Curso en Baxter	Julio-August	MII José Antonio Arce.
Cursos de Limpieza y Desinfección de Planta parte de TPM-	Preparación de Materiales para Curso Revisar materiales de curso coordinar transporte de equipo, seguimiento de cobro, revisión de facturas, participantes	July-Sep.	MII José Antonio Arce y Lic. Gregorio Arce.
Enlace con Florida Bebidas S.A		July-Dic.	Licda. Zianne Ramírez
Curso de Principios de Administración	Actualización y adaptación para CENADI	Sep. 2005	Lic. Gregorio Arce
Investigación y Desarrollo de Temas para cursos	Kaizen	April-may/05	Licda. Zianne Ramirez
Curso de Ingeniería Industrial	Actualización y desarrollo de materiales para Baxter	July	Lic. Gregorio Arce
Curso de Relaciones Humanas	Actualización y desarrollo de Materiales para Panduit	Agosto	Licda. Ana Contreras, Licda Zianne Ramirez, Lic. Gregorio Arce
Curso de Control de Plagas	Desarrollo e investigación	August-October	Licda. Zianne Ramírez
Training and consulting			
Transferencia en Acreditación de Consultores	Transferencia Tecnologica Sr. Mitsufujis	July 2005	Unidad Gestión Empresarial
Transferencia OJT	Empresa Muebles JonesL	May-Sep. 05	Unidad Gestión Empresarial
Transferencia OJT	5S	July-Sep. 05	Unidad Gestión Empresarial
Transferencia	Recursos Humanos	July-Sep. 05	Unidad Gestión Empresarial
Consultoria	H.B. Fuller	July-Dic. 05	Lic. Gregorio Arce y Licda. Zianne Ramirez
Consultoria 5S	Florida Bebidas S.A.	Sep. 05/Feb. 06	Lic. Gregorio Arce y Licda. Zianne Ramirez
Curso Final en el Japón	Consultor	Nov. 05	Unidad Gestión Empresarial



Annex 23 List of Manuals Textbook Developed by Costa Rican C/Ps

(3) Productivity Measurement Group

No.	MATERIAL	YEAR	INSTRUCTOR
1	Introduction to Productivity Measurement	2001	Arllette Jiménez / Maynor Vargas
2	Productivity Measurement	2002	Arllette Jiménez / Maynor Vargas
3	Introduction to Productivity Measurement (revised)	2003	Arllette Jiménez / Maynor Vargas
4	Productivity Measurement (revised)	2003	Arllette Jiménez / Maynor Vargas
5	SEDIAC (Computer aid evaluation and integral diagnosis)	2003	Arllette Jiménez / Maynor Vargas
6	E-commerce	2003	Arllette Jiménez / Maynor Vargas
7	Good Manufacturing Practices	2003	Maynor Vargas
8	Introduction to Productivity Measurement (revised)	2004	Arllette Jiménez / Maynor Vargas
9	Productivity Measurement (revised)	2004	Arllette Jiménez / Maynor Vargas
10	Business Game	2004	Maynor Vargas
11	Productivity and Quality	2005	Arllette Jiménez
12	Quality Management	2005	Arllette Jiménez
13	Business Management	2005	Arllette Jiménez
14	Production Management	2005	Arllette Jiménez

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