ラオス国

ラオス電力公社（EDL）

ラオス国
電力公社経営マネジメント改善
プロジェクト
事業完了報告書
（別冊：第 10 章 議事録・添付資料）

2024 年 3 月

独立行政法人
国際協力機構（JICA）

東京電力パワーグリッド株式会社
東電設計株式会社
デロイト トーマツ ファイナンシャル
アドバイザリー合同会社
株式会社ワールド・ビジネス・アソシエイツ

社基
JR
24-019

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議事録 1 Vilaphorn 室長事前打ち合わせ議事メモ

日時：2021 年 10 月 25 日

出席者；EDL Vilaphorn 室長、JICA 石塚様、松下様、専門家餘語

内容
WB の支援と JICA の支援の区別がはっきりしないとの総裁の意見あり

WB は、ベンチマーク、改善すべき点、財務の観点、戦略、企業マネジメント、KPI、役員会の適切な設定など

JICA：水曜に WB と打ち合わせる。

専門家から、2020 年の国内系統における雨期、乾季の電力の流れを説明。雨期はタイ輸出より単価の高い発電を調達して、タイに売っている。なぜか？
EDLVilaphorn 室長：確認する。

EDLVilaphorn 室長
改善策は、短期、中長期にわけられる。
中長期では。EDL Reform の構想がある。2017 年 WB の提言により、
HD（Single Buyer Management UNIT 含む）、Generation（Gen, Export、Import）、Transmission、Distribution（Distribution、Retail?）

MEM の業務
1. Energy Security Management
2. Tariff Management
3. Sector Management

専門家：これらは規制機関による助言が必要な項目。規制機関の機能は、政策アドバイザープロジェクトでもカバーする予定

MOF 主導で、EDL の経営層の人事異動あり。

議事録 2 キックオフミーティング議事メモ

会議名	EDL とのキックオフミーティング	
日時	2021 年 11 月 4 日（木） 17:00～18:50 JST	
場所	Teams	
出席者（敬称略）	EDL	Vilaphorn 室長、スクサヴァット財務計画部長、他
	JICA HQ	譲尾課長、松下様
	JICA ラオス事務所	石塚様、カヤシット様
	専門家	餘語、市川、木村、渡辺、小藪、肥田、佐藤（記）

専門家チームより、プロジェクトの概要を説明。以下協議。

EDL 側

- 資料 5 シート目「Current Issues around EDL”の課題に、Government Direction、Lack of Corporate Management、Human Resource Management を加えてほしい。（Vilaphorn 室長）
- MOF は新委員会を設置し、国営企業に対し reform 案を求めている。EDL は既に transition 段階。EDL も MOF に説明しなければならない。このためプロジェクト初期の段階で reform への提言を早急に実施してもらいたい。ラオスは他国と事情が異なるため、他国事例をそのままコピーすることはできない。2022 年まで情報収集・分析では遅く、少なくとも 2022 年には改革着手が必要（スクサヴァット財務計画部長）
- →後日スクサヴァット氏と面談し、EDL から提言が必要な項目、期限を出してほしい（石塚様）了解（スクサヴァット部長）
- EDL-T の動向は？（譲尾課長）
- CA に記載された条件について、EDL への貸付者が納得しておらず。難航している。資産を EDL からの譲渡ではなく、貸与するという点について法律上の問題があるなどの意見もある。
- 財務モデル 2 種、PwC2017 年の電気料金調査でのモデル、及び世銀 EDL 経営支援でのモデルを共有いただきたい（木村）
- PwC のモデルは簡易で、データも古く、今プロジェクトではあまり有用とは思えない。世銀支援の今のモデルは、まだ開発中。世銀の許可があれば共有可能（スクサヴァット部長）
- 資料最終 34 シート目の 2020 年の電力の流れの状況は、スリヴァン副部長（送変電管理部）にも共有しており、後日説明する。IPP との契約の形態も関係する。
- 政府要請を踏まえたタイムラインを共有する。

JICA 側

譲尾課長

- 政府委員会で随時決定された内容は、EDL との間でタイムラグなしに共有されるようにしたいので、各改革案や CA 等へのコメント期限について共有いただきたい。できるだけリクエストに対応できるように業務スケジュールの再調整が可能か等検討したい。

To Do

- EDL への情報依頼事項についてはロングリストにして共有する（質問状）→対応済（11/5）
- JCC にてコーディネーターを JICA 側からも選出する
- EDL の transition、reform について Vilaphorn 室長、スクサヴァット部長との面談を設定する。

以上

議事録 3 スクサヴァット財務計画部長面談

会議名	スクサヴァット財務計画部長面談	
日時	2021 年 11 月 16 日（火） 10:00～11:00 LST	
場所	部長室	
出席者（敬称略）	EDL	スクサヴァット財務計画部長
	専門家	餘語 （記）

世銀データ、EDL-T の動向、EDL の Reform について聞き取り

世銀データ

Y 2017 年 PWC データは DEPP のパイソン氏から入手した。

S 了解。実施中の経営改善支援のデータは、Dr.Ben から入手されたい。

EDL-T の動向

S CA の、資産譲渡の対価 625millionUSD 受け取りのいくつかの条件に EDL のレンダーが合意していない。現在、将来のレンダーとも合意していない。

Y それは中国の銀行で、複数か？

S 中国の銀行である。一社かもしれない。現在、将来のレンダーは同じ銀行である。

Reform

S Gov が MOF に国営企業のリフォームを指示。そのための委員会はまだ設置されていない。その業務は、省に局を新設し実施される可能性もある。EDL は、Gov にリフォーム計画を提出することになる。（MOF は CC）リフォームへコメントがほしい。できれば今週中に。

S Reform は、①Organization Structure（Inter Government organization も含む）、②Financial Plan（数値というより戦略）に分かれる。問題点、解決策という手順

S 例えば、EDL と IPP の契約は、MEM、MOF 両方の承認が必要。しかし、二つの省の承認は煩雑。簡素化できないか。小規模の太陽光でも、承認に時間がかかっている。EDL 予算計画も MEM、MOF 両方の承認が必要。他の面でも承認に時間がかかりすぎている。

Y 日本では経産省のみ。ずいぶん前は、日本でも approval を要するものが多かった。その後、届出でよいものも多くなっている。もちろん届出後異議が出されることもある。

Y EDL が政府系の専門機関などにより監査を受ける可能性は？

S 費用支出の承認は、Board of EDL が行っており、そのメンバーに MOF、MEM が入っている。Board の役割、及び MD の役割も明確にしたい。EDL の立場からすると、外からあまり言われたくなく、できるだけ自分たちでやりたい。政府側から見ると違うかもしれないが。

S 組織は、タイ、ベトナムの例を参考にという意見もある。しかし、タイ EGAT には 50 もの部があり、我々が目指すシンプルなシステムと違う。タイは上手くいっているとは思う。

S 日本の電力会社の本店、支店の役割を知りたい。予算配分の仕方も。EDL では小さな支店の予算は少なく、リペアができない事例もある。EDL の支店は配電部の管轄になっている。

Y　送配電、販売が一緒のころ日本の電力会社の支店内にはそれぞれに対応する機能があった。

S　日本の電力の会計のシステム、Procurement System、購買の方法も知りたい。たとえば、この水のボトルを買うのにも入札が必要。他で MOF の承認が必要な支出も多い。

S　日本の電力会社はどのようにスタッフを配置しているか。例えば、本社は 1,000 人、送電 2,000 人、配電 2,000 人とか。どうリクルートしているか。どうアサインしているか。EDL には人材開発計画はなく、必要なところ。EDL は管理職が多いと思う。一人あたりの販売電力は少ない。

S　プロジェクトの質問状の回答は、時間がかかるかと思う。個別に質問、協議をされるのがよいかと思う。

Y　リフォームへのコメントは、まず 2 月の専門家チームによる現状調査後になるかと思う。そこで日本の例も紹介したい。

S　小さなものでもよいのでコメントは早くほしい。

To Do

・　Dr.Ben、Vilaphorn 室長に世銀データ入手打診、質問状

・　Reform への提言、コメント

（*今週中に Reform 案を出すのは難しいので、以下のようなコメントを出し、今後本プロジェクトで検討していくという程度か。

目標：財務健全化、安定した効率的な国内電力供給、域内電力融通の活性

方策：設備・財務計画の見直し（余剰電力の活用、電源調達費用の見直し）

組織改善の方策

本店、支店、Board、MO の役割を明確にし、組織再編を検討する。支店への予算配分方法を検討する。本店内部の組織構成を検討する。人材開発計画を策定する。調達の手続きの効率化を図る。発電事業者との契約手続き、政府承認の効率化・簡素化を図る。）

以上

議事録 4 EDL 財務データ要求、TEPCO 紹介、説明会

会議名	EDL への説明	
日時	2022 年 2 月 4 日（金） 16:00～17:10（日本時間）	
場所	Teams	
出席者	EDL	Vatthanavan 氏, Noknoy 氏
	JICA	松下氏、カヤシット氏
	団員（敬称略）	餘語、木村、渡辺、小藪、田島、鎌田、肥田、佐藤

・ 自己紹介の後、EDL さんへの説明とヒアリングを実施。

＜議事＞

Financial data situation

NDA について

・ NDA について、JICA と EDL 間で交わされているが、こちらはどういう扱いになるか？→スクサワットさんに確かめる
・ 来週、再来週中に締結できると良い。
・ 予定通り締結できた場合、下記の資料については 3 月 15 日を目処にいただきたい。

External Audit report

・ 監査会社 EY、2019 の Audit report をシェアする
・ NDA が完了したら、EY 作成の External Audit2020 と 2019 をシェアしてもらう。2020 は作成中。

Internal Audit report

・ Internal Audit report はまだ作成中

Financial model by World Bank

・ EDL’s financial model by World bank の最新版はまだない。先週確認したが、まだ作成中の様子。NDA などの正式な Letter があればスムーズ。
・ 最新版の一つ前の版であればすぐ渡せると思う。

Budget for 2020

・ Budget for 2020 は、まだラフで、作成中。まだ正式な数値ではないため変更の可能性あり。3 月に数字を出せると思う。上司に共有していいか確認する。

Long/short term business plan

・ Long term business plan についてはすぐ出せる。Short term については作成中。

Financial Statement

・ Financial statement は MOF の許可が必要

TEPCO organization structure

・ TEPCO structure, Management plan and cycle and Overview of procurement system について肥田さんから説明

- TEPCO model は EDL に適用できるのか？（EDL）
- 東電の組織と EDL の組織と取り巻く環境はかなり違うため、当てはめることはできない。一番大きな違いは、EDL には電力購入機能がある点。また Transmission line と Distribution line があるが、TEPCO ではこれらは組織が分けられている。ここが大きな違いである。
- ただし、少なくとも Yearly annual cycle 等経営マネジメントについては参考になると思う。TEPCO の例を叩きにしながら、EDL のマネジメントサイクルとシステムを知りたい。
  →EDL は今リフォーム中のため、いくつかはブランクになると思うが、共有したい。現地に来たときに詳細について共有する。

- EDL は、DMS（Distribution Management System）、Small solar Farm、EV charge station に関心がある。これらについて検討していきたい。

議事録 5 Vilaphorn 室長面談メモ

日時 2022 年 2 月 25 日 13:30～
出席者
Vilaphorn 室長（途中退席）、スリヴァン副室長、Dr, Ben
財務計画部
専門家チーム 餘語、田島、（電力品質改善プロジェクトチーム、小川、舘野、菅沼、白鳥）

内容
組織改善の方法について説明、協議
〇優先して対象とする部局を選定したい・

Vilaphorn 室長より
●最近、上層部が戦略について協議する小会議室を設置（9 階）
●EDL のヴィジョンの説明パネルの紹介（9 階）
●研修内容の説明（プレゼン資料）
●優先対象の部局を選定し、まずカイゼン活動を実施、そのあと水平展開を実施

議事録 6 スクサヴァット部長面談メモ

2022 年 3 月 1 日（火）
田島氏
ポカヨケ、マルチタスク、スモール G アクティヴィティ、JR の小集団活動の事例紹介
優先対象組織を選定したい。マネジメント層へ紹介、優先組織でアクティビティを実施
演習を交え実際にやってみる、6 か月くらい

スクサヴァット部長

- EDL の現状をよく見てほしい
- 10 Dep、6000 人は適当か、どうか。日本ではどのようにスタッフの数が決まっているのか？
- 効率改善が重要（ロス、電力品質）
- proper working procedure がない。
- マネジメントの階層が多すぎる
- HRD は効果的でない。スタッフの qualification と jop のミスマッチ（MBA、テクニカル、アカウント）
- MP をどのように実施するかが、重要 Implementation styles
- 優先組織は、当部の PPA 業務を実施しているところはどうか？
- 政府から言われている reform の進捗は公式な回答はまだしていない。
- Vilaphorn 室長が New organization strucure を提示している。暫定版

（人数を絞りトレーニングを行いスキルを身に着けた人が新しい EDL へ移動する）

- 世銀モデルはアップデート中と聞いたが？

ほとんど出来上がっている。

議事録 7 人材開発マネジメントキックオフ会議

ラオス国経営マネジメント改善　人材開発マネジメント TF キックオフ会議	
会議名	Vilaphorn 室長他　人材開発マネジメントキックオフ会議
日時	2022 年 6 月 28 日（火）9:00-10:00
場所	EDL 本社 8F 会議室
出席者 （敬称略）	【EDL】Vilaphorn 室長　他 【東電 PG、HD】 餘語、市川 【TEPSCO】髙橋（記） 【WBA】鎌田、田島
議題	1. ラオス国経営 MG 改善プロジェクトについて（案件概要説明、スケジュール共有） 2. 質疑応答 3. ToDo
配付資料	① 20220630_Outline_EDL_Management_V2

1. ラオス国経営 MG プロジェクトについて（餘語）

- 配布資料①に基づき以下の説明を行った。
  I. ラオス国 3 案件の紹介と進捗報告
  II. 経営 MG 改善プロジェクトの概要説明とスケジュール共有

1. 質疑応答

- 経営 MG 改善プロジェクトのスケジュールを更新していただきたい。（Vilaphorn 室長）→要検討（餘語）
- JCC と BSC の WG は違う組織なのか。（Vilaphorn 室長）→JCC は 3 案件の進捗報告会という位置づけ。9 月以降に JCC での報告会を想定している。（餘語）
- 進捗報告書（Monthly Monitoring Report）を提出してほしい。（総裁説明用か？）→日本語版は JICA へ報告済。今回の Mission 後に英語版を提出するようにする。（餘語）
- 田島氏の Training が 7/1（金）に予定されているので出席をお願いしたい。（餘語）→承知した。（Vilaphorn 室長）
- 経営 MG の人材マネジメントチームからは、BSC 概要と他電力会社の人材開発の実例を紹介する予定である。2-3 回ほど対象者と会議を行いたい。（餘語）→承知した。（Vilaphorn 室長）

3. To Do

- 進捗報告書（Monthly Monitoring Report）の素案を餘語 PM に共有する。（担当：髙橋）

議事録 8 総裁面談議事録

プロジェクト報告・連絡議事録	
会議名	ラオス国プロジェクトに関する報告・連絡会議
日時	2022 年 7 月 4 日（月）16:30~18:30
場所	EDL 本社 8F MDO 会議室
出席者 （敬称略）	【EDL】Chanthaboun 総裁、スクサヴァット財務計画部長、Vilaphorn 室長 Benthilavanh（Dr.）（途中退室）他 【東電 PG、HD】 餘語、市川 【TEPSCO】髙橋（記） 【WBA】鎌田
議題	4. ラオス国 3 案件のプロジェクト概要説明 5. EDL の課題 6. BSC について 7. その他
配付資料	‘①20220630_Outline_EDL_Management_V2

2. ラオス国 3 案件のプロジェクト概要説明（餘語）

- 配布資料①に基づき、本案件の概要説明を行った。

2. EDL の課題（総裁）

- 総裁から現在 EDL が直面している課題について言及頂いた。課題の 1 つとして問題視しているのは、Energy Management （System）（EMS）を利用して、水力発電の再生可能エネルギー含む発電出力分析である。Dispatch のソフトウェアも必要。現在従業員はエクセルやマニュアルを用いて水量レベル等の管理を行っているが非効率に見える。また NCC（制御管理装置（SCADA））も現在、発電所の新しいデータが入力できず、装置の不具合も復旧がされておらず、修理もできない状態で、唯一中国で製造に関連した請負会社のみがメンテナンスをする事ができる。（＝つまり EDL 単独では対処できず、工事時期の管理もできない（話の内容から機器仕様も請負会社選定と推測される）高額な契約金額を支払う羽目になる）。AGC 機能があるが、データが入っておらず、動かせない。このため、NCC のシステムを今年中に全面的にリプレースすることを考えている。
- 雨季の余剰電力が他国へ売れず、収支に影響しており改善したいと考えている。（余剰発電量の低減化）ただし、余剰は、需要の増加により、少なくなると想定される。乾季の供給力の不足は輸入に頼らず、できるだけ国内電源で調達することが基本。通年でタイからの輸入が輸出量を超過すると、購入の単価が大きくなる。
- 内部の運転などのガイドラインやマニュアル等の整備など、基礎的なスキルアップが必要と考えている。
- 更に従業員の勤労意欲や能力向上、管理体制の強化・整備を我々に期待していると伺えた。外部のコンサルタントが改善を図っても持続可能な支援ではないため、結果が見えにくいと感じている様子。
  →（1 つの仮説として）システム管理体制や運用手順に問題があるのではないかと考える。その管理体制や運用手順の構築には技術者の分析力も要求されている。EDL の技術者は他国と比べてもそのよう

な Basic Skill に関しては大差がないと感じるので改善に期待できると思料。（餘語）
→それではどのように改善していただけるのか？（総裁）
→Power Quality Improvement Project では、System operation & design capacity building のプログラムが含まれており、マニュアル作成の支援ができる。具体的なマニュアル等の完成日は伝えられないが、いくつかのコアの項目については短期間にて提供できる予定。（TOR では「マニュアル整備のロードマップを作成となっている）（餘語）
→マニュアルや手順書が仮に完成されたとして、Working Motivation や労働に対する Culture が TEPCO（日本）やタイと違うので業務効率化が見込めるとは思えない。Practical な解決方法を求める。（総裁）

- 政府の設立した EDL 改革委員会から、第三者のコンサルに、EDL の経営、財務を見てもらうことを提案された。しかし、WB、JICA が分析中で、繰り返しになってしまうため、必要なし、と回答している。しかし、債務返済の方法については、委員会の言うようなコンサルに見てもらいたいと考えている。例えば、EDL は深刻な債務に追われており、借金返済が喫緊の課題である一方、現状はあるレベルでの返済は困難である。しかし、2035 年にナムテン 2 の返還時期が来るため、それ以降の返済は順調にいくのではないか、などについて意見を出してもらいたいと思う。（総裁）

3. BSC について（鎌田）

- Working Culture をすぐに変える事は難しいが、変える努力をすぐ始めることは容易と考える。BSC を利用することにより、より Practical なアプローチで業務遂行が期待できる。そのためには達成すべき目標の指標設定が重要となる。マニュアルも必要だが、適切な運用能力を培うことも重要。EDL 経営改善プロジェクトでは管理職を対象に、マネジメント研修をトライアル提供するがもし EDL の期待するものと合致していたら、それをベースに研修プログラムを組むことを想定している。（鎌田）
  →一部同意するが、コンサルタントが去った後も持続的に成長ができる支援を求める。EDL は深刻な債務に追われている。借金返済が喫緊の課題であるが、付け焼刃的な対処法ではなく、長期的な財務計画が必要と考えている。（総裁）
- BSC の定着時期のターゲットはいつごろとお考えか？（鎌田）
  3 年程度を目安に考えている。（総裁）

4. その他

第三者機関に、財務コンサルタントとして、EDL の成長予測検討の依頼を検討中であり、その際には JICA チームにも情報共有他をお願いする予定。（総裁）以上

議事録 9 EDL 経営改革委員会におけるプロジェクト報告会議事録

プロジェクト進捗報告会 議事録	
会議名	EDL 経営改革委員会におけるプロジェクト報告会
日時	2022 年 7 月 22 日（金）JST 17:00-18:00、ICT 15:00-16:00
場所	Room No,102　他オンラインで実施
出席者	MEM Mr. Sanhya SOMVICHITH, Deputy Director General, DEEP MEM Mr. Sankhaning DARAVONG, MEM Mr. Aksone Khamsavat, Head of Inspection Department, MEM
	MOI （Ministry of Interior） Ms. Khaivanh CHANHTHAPHOUVONG, Deputy Director General of State's Management Development, MOI *）
	EDL Mr. Chanthaboun SOUKALOUN, Managing Director of EDL *） Mr. Vilaphorn VISOUNNARATH, Deputy Managing Director of EDL Mr. Bouneau SIVANHPHENG, Director of Organization and Administration Department *） Mr. Soulivanh THAMMAVONG, Deputy Director of Managing Director's Office Mr. Souksavanhxay BOUDSABA, Human Resource Manager, EDL Dr. Benthilavanh TASO, M EDL Mr. Heuangsixayphone DARASAEN, Deputy Manager, Transmission System Management Department, EDL. Mr. Souliyaphone, Managing Director's Office, EDL Mr. Vannalin CH, Managing Director's Office, EDL Ms. Soliya SOPHA, Managing Director's Office EDL Ms. Noknoy CH, Managing Director's Office EDL *）：EDL 経営改革委員会委員（3 名）
	東電 PG　餘語
	東電設計　小藪、髙橋（記）
	デロイト　木村
	京都大学　長山
議題	EDL の課題点について 我が国における再編モデルの紹介 質疑応答
配付資料	①　EDL_Reform_Committee_JICA_V5

1. EDL の課題点について（餘語）

- 配布資料①に基づき、進行中の 3 つの案件の紹介、EDL のビジネスモデル、そして EDL の経営目標を説明した。
- EDL の課題としてあげられる財政難について説明した（配布資料①p.7）。2010 年以降営業利益がマイナスとなっており、その原因が売上原価（率）の上昇である。売上原価が電力購入の約 80%を占めている状態である。また、雨期には余剰電力が発生し需給バランスが供給過多にあるにも関わらず、テイク・オア・ペイ契約に基づく不利な条件で IPP より電力を購入しなければならない為、これらも財政難の原因の 1 つとして挙げられる事を強調し説明した。
- EDL の借入金額も年間売上高の 10 倍近くになると聞いている。必要のない過剰な送電線の建設コストが 1 つの要因として挙げられる（配布資料①p.9）。EDL 再編に参考となる例として、日本やフィリピンの事例がある。本会議では旧国鉄（ＪＲ）を紹介した。

2. 我が国における再編モデルの紹介（小藪）

- 日本国における再編モデルの実例として旧国鉄の再編例を紹介した。（配布資料①p.18~22）
- 旧国鉄の例に加え、2012 年に国有化された TEPCO HD の現状を紹介した。主に組織・ガバナンス体制、業務改善のポイントを説明した（配布資料①p. 23~26）。

3. 質疑応答

- スライド No.12: 乾季用に石炭火力の開発を提示していたが、脱炭素の潮流等により他電源（Alternative sources）も検討すべきと仰っていた。他電源とは具体的に何が挙げられるか。（Mr. Sanya, MEM）

→大きく 2 つある。太陽光発電と水力発電である。しかしこれらは雨期に余剰電力となるため、近隣国への電力輸出も同時並行で考えなければならない。現在、設備計画策定にあたり、2025 年までの需給バランスの分析も行っている。これらの結果を踏まえ、太陽光と水力（貯水型）の開発を慎重に行うべきと考えている。（餘語）

→水力発電所を開発するとなると適切な場所はどこになるか。（Mr. Sanya, MEM）

→Southern もしくは Central 2 Region が考えられる。セピアンーセナムノイ 500kV 設計送電線の空き容量を使ったタイへの輸出や、カンボジアへの余剰電力販売も期待できる。しかしこれもまた慎重に調査を行っていく必要がある。（餘語）

- スライド No.23: TEPCO の組織体制に非常に興味がある。このような HD 体制を取った理由（や利点）をもう少し詳しく教えてほしい。（Mr. Aksone, MEM）

→ＨＤ制のメリットは意思決定の迅速化、効率的な事業運用、管理体制強化である。次回渡航時に詳細に説明する。（小藪）

- スライド No.19: 国鉄は日本政府が債務管理を行っていたという事か。2057 年に完済する計画となっているが、日本政府が国鉄の借金を肩代わりしているという事か。（Mr. Vilaphorn, EDL）

→仰る通りである。（餘語）

→EDL 再建に良い事例ではないか。（Mr. Vilaphorn, EDL）

→1 つの事例として参考にしていただきたい。（餘語）

議事録 10 Vilaphorn 室長面談メモ（2022 年 9 月 14 日）

ラオス国経営マネジメント改善	
会議名	BSC 方向性確認会議
日時	2022 年 9 月 14 日（水）17:00-18:00
場所	EDL 本社 8F 会議室
出席者	【EDL】Vilaphorn 副総裁、Dr. Ben、Soliya、Noknoy 【東電 PG】 餘語 【TEPSCO】小藪、髙橋（記） 【WBA】鎌田
議題	8. BSC 活動の方向性確認 9. Vilaphorn 室長による新たな Vision＆Mission の説明 10. To Do
配付資料	① Draft EDL Vision_2022

3. BSC 活動の方向性確認（鎌田）

- 9 月 14 日に BSC 実施について Soliya 氏と Noknoy 氏とで会議を行った。その会議の中で Noknoy 氏より、「経営層（＝総裁）の考える方向性が不明瞭であるため、BSC を作成しても却下される。まず、方向性が固まらない限り戻りが多くなり、非効率ではないか。」との意見が出た。
- （財務指標が入手困難なことを承知の上なので）JICA チームでは、Department Level から BSC 作成と指導を行う事とし、最終的には Division の BSC として集約する方向で実施すると提案。Department は 2-3 部門（直接・間接部門）から選択する。2-3 部門の BSC 作成が完成次第、他部門の作成支援にまわってもらう。経営層の方針が不明瞭でも、今現在各部署では年間業務目標やある程度の方向性をもって業務を遂行しているはずなので、BSC が作成できるはず。
- ⇒Corporate BSC を先に作成していただきたい（Vilaphorn 副総裁）
- ⇒Corporate BSC を作成するに際し、我々JICA チームにターゲットメトリックス（指標）を共有していただきたい（鎌田）
- ⇒（これについての明確な返答はなし）

4. Vilaphorn 室長による新たな Vision＆Mission の説明（Vilaphorn 副総裁）

- 配布資料①に基づき、Vilaphorn 室長より新たな Mission＆Vision の説明をいただいた。なお、プロジェクト開始当初にいただいた Mission&Vision から更新された資料である。あくまでドラフトであり、総裁の承認はまだである。更新版を作成した経緯として、①Mission＆Vision が不明瞭②長すぎて覚えられない③最新の EDL の状況を反映していない④従業員全員に浸透されていないと総裁より指摘され、作り直した模様。

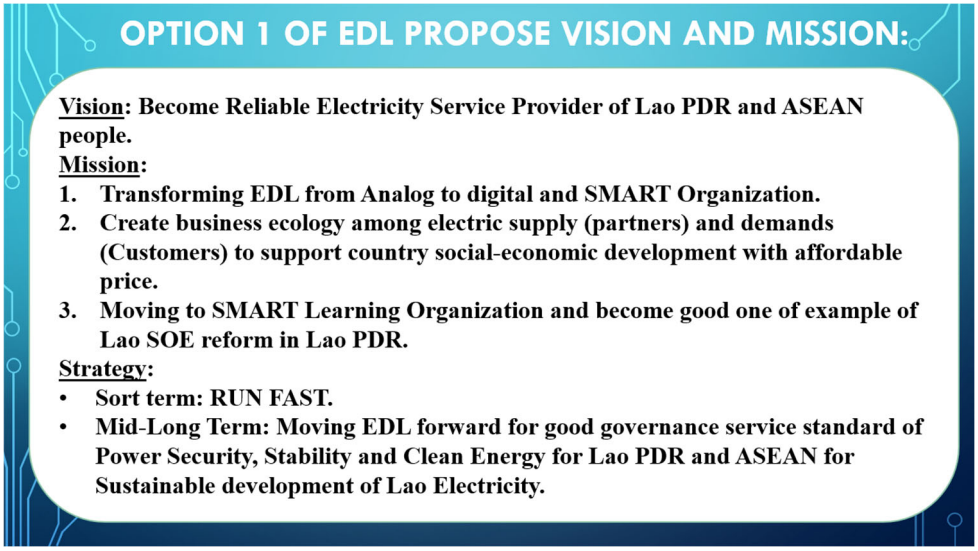


図 1: Mission＆Vision（案）

- 配布資料①スライド No.8 の組織図は、世界銀行支援のプロジェクトで提案された、HD 体制案である。Vilaphorn 副総裁はこの案に反対の意を示している。

【確認含む質疑応答】

- Option1 を提示していただいたが、今後最新の Mission＆Vision（＝Option2&3）を JICA チームと作成していくという理解であっているか。（小藪）
  ⇒然り。作成してもらいたい。（Vilaphorn 副総裁）
- 配布資料①スライド No.17“Customer Smiles”について、Reasonable Tariff を追加してみてはいかがか。（餘語）
  ⇒承知した。Tariff について同意する。（Vilaphorn 副総裁）
- Mid-term とは何年スパンを考えているか。（鎌田）
  ⇒3 年から 5 年を想定。

5. 今後の方向性と ToDo

- 本会議で Vilaphorn 副総裁から発表のあった新 Mission＆Vision はあくまで案であり、総裁に承認をもらっていない。Vilaphorn 副総裁の案で BSC を作るのではなく、EDL と JICA チームでまずは新たな Mission＆Vision を作成する事が優先である。
- 最低でも 3 オプションを作成し、総裁に提示する。JICA チームで 1 案作成、EDL チームで 2 案作成する。

【ToDo】

- ✓ JICA チーム内で Mission＆Vision の作成（餘語・小藪）
- ✓ JICA チーム内で作成完了後、Vilaphorn 副総裁含む EDL チームへ共有する。
- ✓ 上記 2 点は 2022 年 9 月 19 日週の前半までに行われるのが好ましい。

以上

議事録 11 ラオス経営マネジメント改善合同調整会議（JCC）

ラオス電力公社経営マネジメント改善	
会議名	JCC（合同調整会議）
日時	2023 年 12 月 12 日（火）9:30-12:00
場所	EDL 本社 会議室 802 号室
出席者（敬称略）	【EDL】Mr. Vilaphorn VISOUNNARATH（副総裁、Chairman） Mr. Scotto LAVGHLIN、Mr. Souksavanhxay BOUDSABA Ms. CHANTHAVONG Noknoy、Ms. Soliya SOPHA、 Mr. PHONEKEO Phonepasong、Mr. Vankham SENGMEUANG Ms. Thipphachanh XAITHANASY 他 【専門家チーム】餘語、小藪、木村、五十鈴川、手計、鎌田、髙橋（記）、Ms. Kiki、Mr. Kikeo（共に専門家チーム秘書） 【JICA ラオス事務所】山本次長殿、柴田専門家、Mr. Kayasith（秘書）
議題	1． Opening Remarks 2． 各議題に対する質疑応答およびコメント - Progress and overall outputs of the project - EDL’s Strategy, Organization reform and number of employee - HRM＆D related activity report - Financial Business Planning - Debt Management &Reorganization 3． その他 4． Closing Remarks
配付資料	① 202131209_（JCC） Progress_IssueEDL_V3.pptx ② EDL_JCC koyabu.pptx ③ Kamata_HRM&D_JCC 報告.pdf ④ （JCC） EDL Financial business planning 1211+KI2.pptx

1. Opening Remarks（ヴィラポン副総裁、山本次長）

- JICA 専門家チームのこれまでの支援に感謝する。今日は本案件で JICA 専門家チームと協働してきた部署（HRD、Finance Department 等）のメンバーも招待したので、これまでの進捗を報告していただきたい。（ヴィラポン副総裁）

- JCC に出席くださり感謝申し上げる。スコット氏は今月初旬に開始した NCC 案件調査にも協力いただき重ねて御礼申し上げる。本案件は 2024 年 3 月半ばで終了するが、これはあくまでマイルストーンであり EDL と JICA の関係はこれからも続いていく。本日の JCC では次期案件も見越して率直な Feedback を期待している。（JICA ラオス事務所 山本次長）

2. 各議題に対する質疑応答およびコメント

- Progress and overall outputs of the project（餘語）
  - 報告感謝する。新たに副首相を委員長とする改革委員会が設置される。EDL の喫緊の課題は 4 点で、①電力安定供給、②組織編制、 ③適切な料金設定,④債務の再建である。引き続きこの 4 点に重点を置き改革を実行する。（ヴィラポン副総裁）
- EDL's Strategy, Organization reform and number of employee（小藪）
  - 配布資料②p. 25 によると、Sales と従業員数は比例していると見受けられる。Annual Sales が上がれば従業員数も上がる傾向にある、という理解で良いか。（Mr. スコット）
    →売上が大きくなると回帰曲線からのばらつきが大きくなる傾向がある。各電力会社のサービスエリアや業務範囲を考慮すると今回提案した回帰曲線が正しいとは断言はできない。あくまで参考値として参照していただきたく。（小藪）
- HRM＆D related activity report（鎌田）
  - 研修を実施すること自体は賛成するが、EDL 職員のチェンジマネジメントも必要であると感じる。研修を受講させても、（企業課題や戦略といった内容を理解し）積極的に改革していこうという思いがなければ、研修成果を実務の場に還元できない。（Mr. スコット）
  - BSC 戦略に基づいた人材育成戦略が必要。研修プログラムは HRD が土台を作成したが、今後人材戦略に基づきより詳細な研修プログラムを作成する必要がある。費用が気になるようだが LJI の利用も一案である。個人的には、人材研修に優れたコンサルタントと契約して、初期の研修プログラム実施とテキスト作成を行い、併せて EDL 内でのトレーナー要請を行うのが費用的にも優位であると考える。（鎌田）
- Financial Business Planning（木村）
  - 2023 年は電気料金を値上げしたが、2024 年、2025 年も引き続き（産業用含め）値上げの予定はあるか。また IPP からの購入額値下げも交渉中か。（木村）
    →不明。産業用でも反対意見が上がっている。MEM 含め関係各所から情報収集を行う。（ヴィラポン副総裁）
  - EDL が直面している債務課題について、次回 MOF と協議の場を設けるが EDL 再建に向けた活動内容を公開してもよいか。（木村）
    →構わない。（ヴィラポン副総裁）
- Debt Management &Reorganization（五十鈴川）
  - 送電部門の Asset について、その後（EDL へ譲渡されるか否か）の進捗はいかがか。（柴田専門家）
    →いまだに協議中である。（ヴィラポン副総裁）
  - 債務情報が入手し辛い。レンダーに直接交渉してもよいか（柴田専門家、木村）
    →交渉しても難しいと思う。ラフな数字なら提供できるが。（ヴィラポン副総裁）

3. その他

- 次期協力は？（ヴィラポン副総裁）
  →本プロジェクト終了後、EDL は各成果に係る活動を独自に継続することになるが、次期協力は財務改善に焦点を当てることでよいか？（柴田専門家）

→要請書を提出したとおり、財務改善でよい。（ヴィラポン副総裁）

- Final Report の内容を教えて欲しい（Mr. Phonekeo）
  →年内に日本語の DFR を提出し、JICA の精査を経て、来年のプロジェクト終了までに報告書（英語）を EDL に共有する（餘語）
  →承知した。

4. Closing Remarks（ヴィラポン副総裁）

プロジェクト開始からこれまで EDL を支援してくださり、大変感謝している。EDL はまだ課題が山積みであり、来年も更に厳しい年となるが、最後まで支援していただきたい。

以上

<<添付資料>> 参加者リスト

No.	Name	Position	Department
1	Mr. Vilaphorn VISOUNNARATH（Chair person)	Deputy Managing Director	
2	Mr.Scott LAUGHLIN	Director	ICT
3	Mr.Vongdala SISAVENGSOUK	Deputy Director	EDL Office
4	Mr.Vankham SENGMOUNG	Deputy Director	Human Resource
5	Mr. Phonepasong PHONEKEO	Relation and Cooperation	EDL Office
6	Ms.Souvaly CHANTHONE	Staff	EDL Office
7	Ms.Soliya SOPHA	Secretary	EDL Office
8	Mr. Souliyaphone LUANGAPHAI	Manager IBM	Business and Finance
9	Mrs. Thipphachan XAYTHANASY	Manager Loan Agreement	Legal-Agreement
10	Mr. Souksavanxay BOUDSABA	Manager HRM	Human Resource
11	Ms.Noknoy CHANTHAVONG	Head of Unit	Human Resource
12	Mr.Vilavanh N		EDL
13	Tsuyashi YAMAMOTO	Senior Representative	JICA Laos Office
14	Kuri SHIBATA	JICA Expert	JICA Expert/MEM
15	Masaharu YOGO	Team Leader/Organizational Strategy and Management Plan B	JICA Consultant
16	Kazunari KIMURA	Sub-Team Leader/ Financial and Tariff Pricing Systems	JICA Consultant
17	Kenji ISUZUGAWA	Financial and Tariff Pricing Systems No.2	JICA Consultant
18	Tetsuya TEBAKA	Financial and Tariff Pricing Systems No.3	JICA Consultant
19	Hitoshi KOYABU	Organizational Management Improvement A	JICA Consultant
20	Atsushi KAMATA	Human Resource Development and Management B	JICA Consultant
21	Natsumi TAKAHASHI	Human Resource Development and Management A	JICA Consultant
22	Mr.Kayasith	JICA Project Officer	JICA Laos Office
23	Ms.Aphayphone KONGSAYASAK	Secretary	JICA Project Team
24	Mr.Alounthone KONGSAYASAK	Secretary	JICA Project Team
25	Ms.Lasamy THEPTHEVA	Secretary	JICA

添付資料 1　PDM 最新版、変遷経緯

添付資料 1 PDM 最新版、変遷経緯

Project Design Matrix

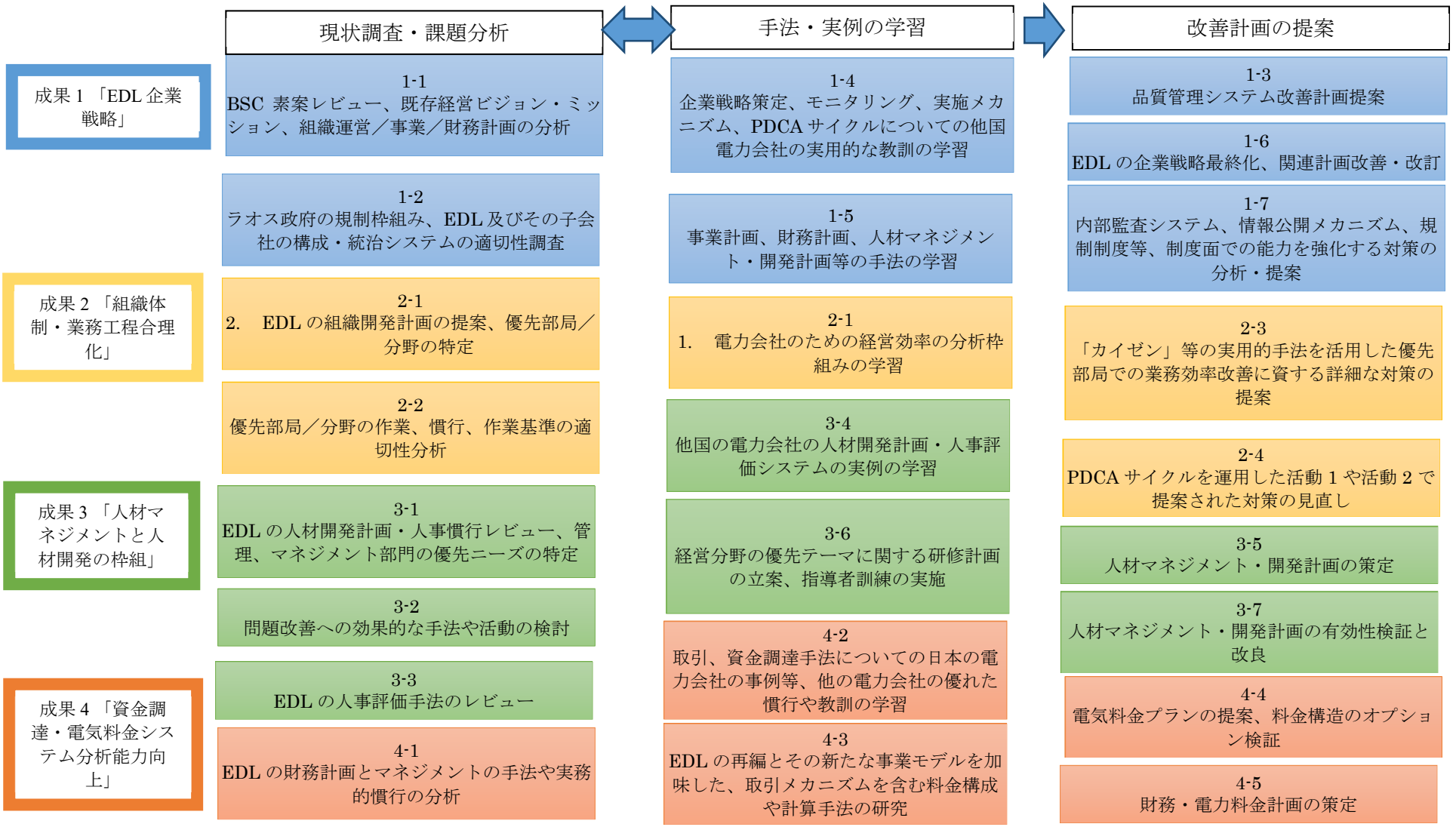
Project Title: THE PROJECT FOR IMPROVEMENT OF POWER UTILITY MANAGEMENT				**Version 0**	
Implementing Agency: Electricite du Laos (EDL)				**Dated Dec, 2023**	
Target Group: MD's Office, Organisation and Administration Dept., Planning and Finance Dept., Accounting Dept., Auditing Dept. and other relevant Depts. of EDL					
Period of Project: Sep 2021 to Mar 2024					
Project Site: EDL	**Model Site:**				
Narrative Summary	**Objectively Verifiable Indicators**	**Means of Verification**	**Important Assumption**	**Achievement**	**Remarks**
Overall Goal					
Sustainable development of Laos power sector is enhanced through improving EDL's management performance and financial status.	1. Management performance is improved 3 years after the project completion. 2. Financial status is improved 3 years after the project completion. * Specific indicators for 1 and 2 are determined after launch of the project based on baseline study and capacity assesment etc.	EDL's annual reports	No significant change occurs in social, economic and political situation.		
Project Purpose					
EDL's administration and management capacity is strengthened through developing organizational strategy and improving its management mechanism.	1. The corporate strategy is formulated.	Project reports	1. Lao government's power export policy is maintained. 2. EDL and the Government of Laos including the Ministry of Energy and Mines (MEM) and the Ministry of Finance (MOF) work closely and monitor EDL-T appropriately.	Achieved EDL Vision/ Mission/Strategy was formulated. EDL organized BSC task team in MD office. 1st virsion Jul. 2022 2nd virsion Sep 2023	together with Counterpart training in Japan
	2. The financial/investment plan is formulated.			in progress expected to be formulated by 2024.	
	3. The human resource management and development plan is formulated.			HRMD is develpped by external consultants. Still under review Draft EDL strategy of Human Resource Development 2024-2028 : Dec.2023.	
	4. Each strategy/plan is developed in accord with one another.			In progress. In consideration with corporate strategy. JICA team propozed draft plan in Sep.2023	
	5. PDCA cycle is carried out by utilizing KPIs.			KPIs was proposed but needs to be modified as a power utility's KPIs. JICA team proposed KPIs in Sep.2023. the approval, PDCA shall be carried out by EDL.	
	6. XX are improved at the end of the project. (* XX means several indicators which are determined after launch of the project.)			Quality Control Activity(QC or Kaizen activity) intriduced in all employees togeter with JICA team and EDL	

Outputs					
1. EDL's well-coordinated corporate strategy is developed.	1. Business/financial/human resource development plans and BSC are developed.	Plans and documents etc. listed to the left Records of lectures	EDL's organization structure does not change drastically. EDL's financial condition does not deteriorate rapidly.	Based on BSC Formulation Procedures introduced by JICA Expert, BSC was developed by EDL. 1st virsion Jul. 2022 2nd virsion Sep 2023	Counterpart training in Japan
	2. Improvement plan for quality management is proposed.			Achieved. As the improvement plan for quality management, KAIZEN was introduced by JICA team and started the activity by EDL by themselves	All EDL Kaizen activites contest will be held
	3. Corporate strategy is finalized.			Achieved Corporate strategy was revised in 2021 and finalized in 2023.	
	4. The strategies and plans described in 1 to 3 are approved by top management and carried out.			In progress	
	5. __(*number) officials from right departments take lectures			Achieved 135 officials from 35 divisions took lectures of KAIZEN.	
2. Management efficiencies are improved through streamlining organizational structures and operation processes in EDL.	1. Organizational development plan is proposed.	Formulated organizational development plan Proposed countermeasures Records of lectures		Achieved Organizational development plan was proposed. EDL reformed organizations in Dec. 2022 JICA study team reccomends further reform in JCC in Dec.2023.	
	2. Priority departments/fields are selected.			Achieved Based on the priority department/fields, training was conducted.	
	3. Countermeasures to improve management efficiency in priority departments/fields are proposed.			As the countermeasures to improve management efficiency, Management Training was conducted and Mentor system was introduced.	
	4. The proposal and countermeasures described in 1 and 3 are approved by top management and carried out.			Achieved Based on the approval by MD/DMD, 1 and 3 were carried out.	
	5. __(*number) officials from right departments take lectures.			Achieved 135 officials from 35 divisions took KAIZEN training.	
	6. Training of trainers (TOT) are carried out and __(number) officials become possible candidates of trainers.			Achieved Based on TOT on KAIZEN, EDL trainers conducted KAIZEN training 5 times for 102 officials.	
3. EDL's framework for human resource management and development is strengthened.	1. Human resource management and development (HRMD) plan is developed.	Developed plan and program Records of lectures Records of TOT		HRMD is develpped by external consultants. Still under review. As the part of HRMD plan, KPI management system and Career Development Program(CDP) are under review. Draft EDL strategy pf Human Resource Development between 2024 and 2028 was proposed in Dec. 2023.	
	2. Training program for priority themes in management is prepared.			Based on the Training Program for priority themes, Management Training was conducted and Mentor system was introduced.	
	3. The plan and program described in 1 and 2 are approved by top management and carried out.			expected to be approved by EDL MD by 2024.	
	4. __(*number) officials from right departments take lectures.			Mmanagers took Management Training.	
	5. Training of trainers (TOT) are carried out and __(number) officials become possible candidates of trainers.				
4. EDL's analytical knowledge and skills in funding and tariff setting are enhanced.	1. Financial plan is developed.	Developed plans Records of lectures		in progress expected to be developed by 2024.	
	2. Tariff plan is developed.			in progress expected to be developed by 2024.	
	3. The plans described in 1 and 2 are approved by top management and carried out.				
	4. __(*number) officials from right departments take lectures.			Conducted multiple times in discussions on model development.	
	5. Training of trainers (TOT) are carried out and __(number) officials become possible candidates of trainers.				

Activities	Inputs		Important Assumption
	The Japanese Side	The Lao Side	
Well-coordinated corporate strategy 1.1 To review outline of the Balanced Score Card (BSC) for EDL drafted in the preparatory process, and study existing visions, missions and relevant operation/business/financial plans in EDL. * "Preparatory process" means the series of discussions for the project designing since August 2020. 1.2 To study appropriateness of the structures and governance systems of EDL including GOL's regulatory frameworks and institutions, and EDL's subsidiaries. 1.3 To examine effectiveness of existing management frameworks such as ISO 9001 and propose improvement plan for quality management system. 1.4 To learn practical lessons from power utilities in other countries, such as Japan, about process of establishing the corporate strategies, their monitoring and implementation mechanisms, and PDCA cycles. 1.5 To learn how to develop corporate plans such as business plan, financial plan, human resource management and development plan, securing consistency with EDL's strategy. 1.6 To elaborate and finalize EDL's corporate strategy using strategic framework such as BSC, and develop / revise relevant plans described in 1.5. 1.7 To analyze and propose measures to strengthen institutional capacities for continuously improving performance of EDL, such as internal auditing system, disclosure mechanism, regulatory system and so on.	1. Japanese experts 2. Training in Laos and Japan including travel expenses in Japan 3. A third country training if necessary 4. Expenses related to JICA experts and the Project activities	1. Counterparts' personnel, 2. Office space for JICA experts and 3. Available data and information for the Project.	1. Right people in right departments are assigned for the each working group and activity. 2. EDL's officials who are engaged with the project continue working for management improvement of EDL. 3. Exsisting busibess plan, financial plan and relevant data and information are shared timely by EDL.
Management efficiencies through streamlining organizational structures and operation processes 2.1 To learn analytical frameworks of management efficiency for power utility companies, propose an organizational development plan for EDL, and select priority departments/fields such as power system planning, construction, operation and maintenance of power system. 2.2 To analyze job descriptions, actual work flows, practices and working references (Standard Operating Procedures: SOPs) such as manuals and guidelines in prioritized departments / fields identified in 2.1 in EDL, and propose guiding principles for efficiency improvement. 2.3 To propose detailed measures for improving management efficiency in prioritized departments utilizing practical tools such as "Kaizen" (meaning improvement) activities. 2.4 To implement PDCA cycle and revise measures proposed in 1. and 2.			**Pre-Conditions** 1. The role of EDL and EDL-T remains unchanged. 2. Strong commitment is devoted to the project by the board of directors and top management including heads of all departments. 3. No unreasonable political intervention is made.
Framework for human resource management and development 3.1 To review human resource development plan and practices in EDL and identify priority needs in administrative and management areas. 3.2 To consider effective approaches and actions to be taken to improve the matters identified in 3.1. 3.3 To review the way EDL conducts personnel evaluation. 3.4 To learn other utility companies' cases of human resource development programs and personnel evaluation systems. 3.5 To develop HRMD plan to effectively support in achieving EDL's strategy. 3.6 To prepare training programs for priority themes in management, and carry out training of trainers (TOT) through on/off-the job trainings. 3.7 To evaluate effectiveness of HRMD and make modifications.			**<Issues and countermesures>**
Analytical knowledge and skills in funding and tariff setting 4.1 To analyze EDL's financial plan and management methods and practices. 4.2 To learn good practices and lessons from other utility companies including Japanese utility companies' cases about efficient financing methods such as long-term borrowing, corporate bonds, cash management operations, tariff settings, electricity products, transaction mechanisms, and risk management mechanisms. 4.3 To study tariff structure including transaction mechanisms, and calculation methods taking into consideration restructuring of EDL and its new business model. 4.4 To propose electricity products to be developed, and examine options for appropriate tariff structures to maximize EDL's potential and minimize its risks. 4.5 To develop financial and tariff plan summarizing results of above works.			

添付資料 2　業務フローチャート

添付資料 2 業務フローチャート



添付資料 3　専門家派遣実績(要員計画)

添付資料 3 専門家派遣実績（要員計画）

Name	Company	Area of Expertise	2021				2022												2023												2024		
			9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
Mr. Masaharu YOGO	TEPCO PG	Team Leader /Organizational Strategy and Management Plan B			4	11			19	9			17		17			18		5			14		14	2	16	7	7	7	7	7	
Mr. Hitoshi KOYABU	TEPSCO	Organizational Management Improvement A												25	30	1					8		17	17	8		28	5	12	20		17	
Mr. Tsutomu WATANABE	TEPSCO	Organizational Strategy and Management Plan A							2																								
Mr. Kazunari KIMURA	Deloitte	Financial and Pricing Systems																14	3		7			20	1		21		4	16		33	
Mr. Kenji ISUZUGAWA	Deloitte	Financial and Pricing Systems																						7			10			7		13	
Mr. Tetsuya TEBAKA	Deloitte	Financial and Pricing Systems																															
Mr. Satoshi TAJIMA	WBA	Organizational Management Improvement B						7	17			5	18		20	1	11	3		14			14				8			8			
Mr. Tomio ICHIKAWA	TEPCO PG (TEPCO HD)	Human Resource Development and Management A										5	10		13	1			13														
Mr. Atsuyuki KAMATA	WBA	Human Resource Development and Management B										5	18		14				14				11	3			10			9			
Ms. Natsumi TAKAHASHI	TEPSCO	Human Resource Development and Management C										5	18		14								4	3			14			12			

添付資料 4　質問状

添付資料 4

To EDL

Questionnaire (Draft)

JICA Project for Improvement of Power Utility Management

JICA Expert Team

Oct 25, 2021

1. Quesionnaire -EDL Current Status

a. Annual Report / Statistics (including indicators)

b. The latest PDP of EDL. The latest demand forecast

c. The list of the existing facilities. (Transmission lines, substations, distribution lines, office building, others)

d. The amounts of energy sales to customers /export and purchase from IPP (monthly GWh, LAK)

2. Questionnaire –EDL Strategy

a. The outline of EDL's history

b. The vision or the mission of EDL

c. BSC introduction process /Documents on BSC introduction

d. Members who discussed vision, mission and strategy map

e. Corporate strategic planning division in EDL

3. Questionnaire –EDL Organization Structure

a. EDL organization map

b. The role of each department

c. Number of staffs for each department categorized by technical, clerical or administrative staffs

d. Status of staff re-assignment / Staff retention rate

e. Composition of EDL and its subsidiaries

f. How to manage research reports, data, information, and the projects

g. The PDP formulation procedures

4. Questionnaire –EDL Relationship with Government and Other Stakehoders

a. Types and frequencies of regular meetings with the MEM and government

b. The tariff approval procedures

c. Types of EDL's PPA with IPP (Take or pay, actual kWh base, fixed payment, etc.)

5. Questionnaire –EDL Human Resource Development

a. Do you have a document for human resources development plan? Yes or No

b. Please prepare EDL's organization structure

c. Please prepare materials regarding your job grade system (job titles(positions), types)

d. Please prepare materials regarding an allocation of staffing (percentage of personnel (number of staff members) for each of the grade).

e. Please prepare materials regarding an evaluation system/method of your staff members.

f. We would like to know how to promote staff members, any criteria?

g. Please prepare materials for your salary system (for each grade)

h. The policy about the personnel training

i. The policy, standard and process for about the personal employment

j. Job description of each section

k. Total programs of human resource development

l. Contents list of training and seminar for each hierarchy

m. The standard for measuring employee's achievements

n. The standard of decision on salary and promotion

o. What are the procedures and main reasons for a personnel transfer?

p. Is there a system to set goals for departments and sections at the beginning of the year and share them with the staff of the departments and sections?

q. Do you have a business standard for technical staff and clerical staff?

r. Does EDL systematically provide multi-skilled training for technical staff and clerical staff?

s. Does EDL have a system in which superiors and subordinates meet regularly to discuss (1) what they think they have done well, (2) what they are having trouble with, (3) what they are concerned about, (4) the progress of their goals

and so on. (1 on 1 meeting)?

t. How many departments are there in charge of training in EDL, and what are the training fields of each training department?

u. Does EDL have a “Management by Objectives” system (a system in which individual's goals are set at the beginning of the year and personnel evaluation is determined based on the degree of achievement)?

v. Have you ever conducted a moral survey (anonymously surveying the satisfaction level of each individual item to see if there are any problems as an organization)?

w. Does EDL carry out cross-organizational project activities on a regular basis?

x. Is there an improvement proposal system (a system in which general employees write down and submit it on paper when they think about improving the work content, and the company pays a prize for a good improvement plan)?

y. Is there a small group activity (an activity in which a few general employees form a group, meet regularly to achieve a specific theme, and change the work content to achieve the goal)?

z. Have you ever implemented organization development as an organization-wide activity at EDL?

6. Questionnaire –EDL Financial Management

a. Please share the financial statements with independent auditor's reports for FY2019 and FY2020.

b. EDL's financial model (excel file of financial simulation) developed by PwC in 2017

c. EDL's financial model (excel file of financial simulation) developed and currently maintained by World Bank

d. Please provide us with the details of borrowings by EDL and EDL-Gen which include information below.

   i. Lender

   ii. Initial amount

   iii. Residual balance

   iv. Overdue amount (if any)

   v. Interest rate

   vi. Repayment schedule including grace period

   vii. Guarantee information

e. Please provide us with cash planning (schedule of cash receipt and disbursement) for FY2021 and after.

f. Please provide us with the budget/actual financial analysis for FY2020 and FY2021.

g. Please provide us with the budget for FY2022.

h. Please provide us with the financial business planning for fiscal years after 2022 (long term business planning).

i. How often does EDL report financial information to EDL's shareholders?

j. How often is EDL's financial information reported to board of directors?

k. Please provide us with policy/guideline documents related to finance and accounting such as budgeting policy/guideline, financing policy/guideline,

accounting policy/guideline etc.

l. Please provide us with manuals related to finance and accounting such as budgeting manual, financing manual, accounting manual, accounting information system manual etc.

m. Please provide us with the outline of accounting system (standalone and consolidation).

n. Please provide us with current tariff structure.

o. Please provide us with the calculation basis of current tariff structure.

p. Please provide us with the regulation/policy/guideline related to tariff structure setting.

添付資料 5　キックオフ会議資料

添付資料 5

Project for Improvement of Power Utility Management in Lao PDR

Kick off Meeting

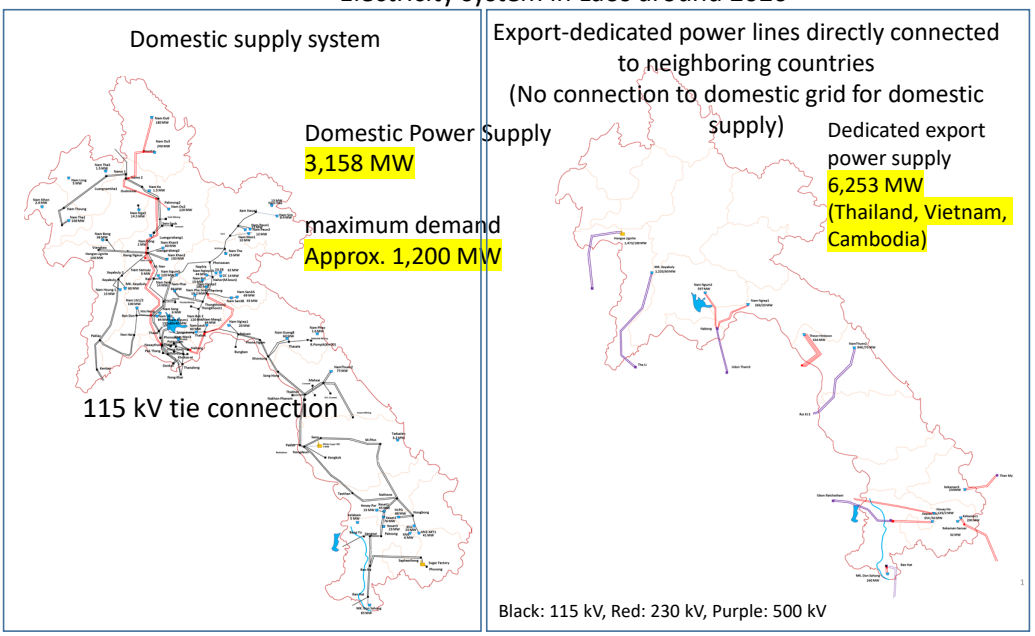
TEPCO Power Grid, Inc.
Tokyo Electric Power Services Co., Ltd.
Deloitte Tohmatsu Financial Advisory LLC
World Business Associates Co., Ltd.

Web Conference
Nov 4, 2021

Location of Laos



Electricity system in Laos around 2020

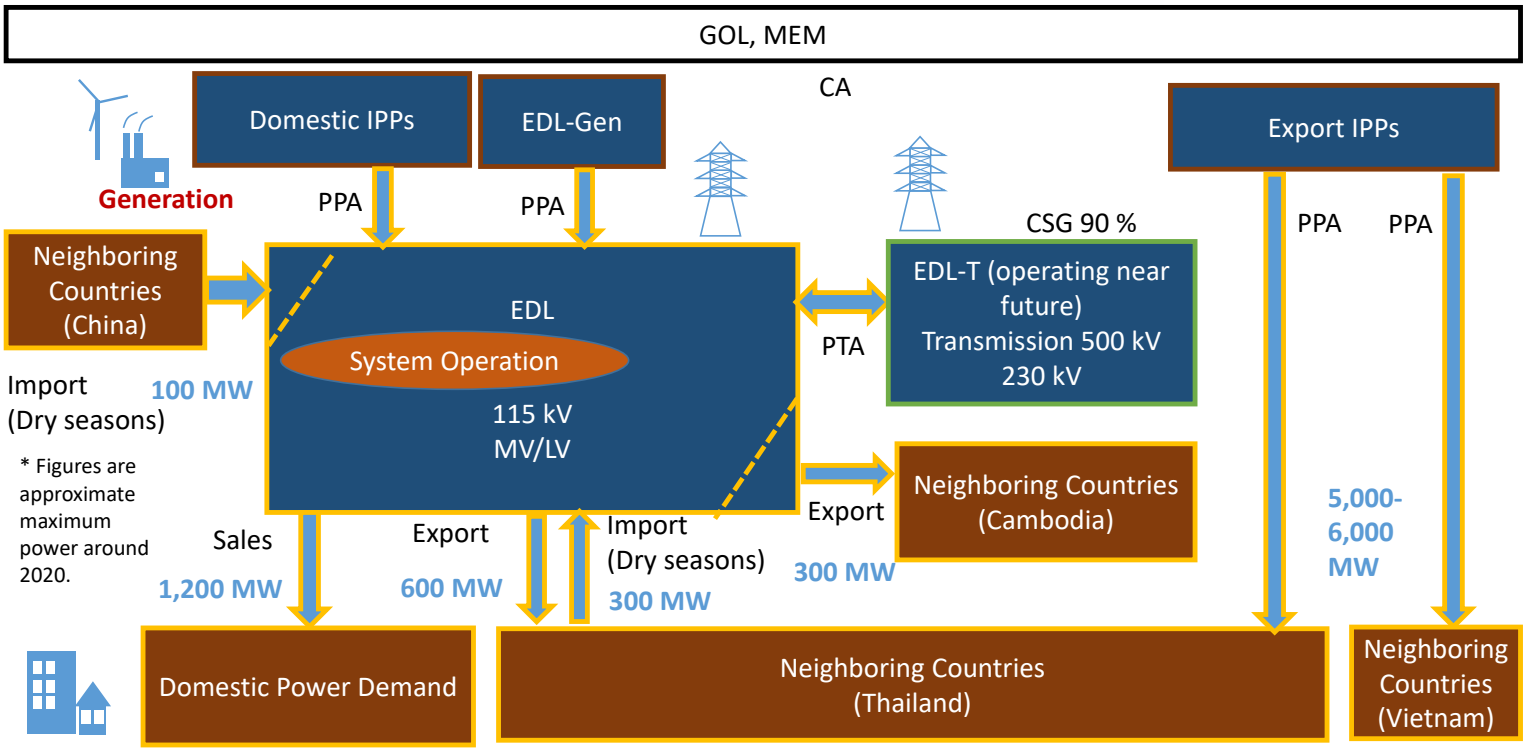


Lao Power Sector

Nearly 100% hydropower for domestic use

- MEM
- EDL
  - It is a state-owned utility that sells electricity from domestic sources through its (and in the future EDL-T's) transmission and distribution facilities to electricity consumers throughout Laos. It is also responsible for the operation of the national grid in Laos.
- Generators: IPP (for domestic use and export dedicated), EDL, EDL-Gen (for domestic use)
- EDL-T (soon to be operational): Planning, construction, maintenance and operation of transmission lines of 230kV and above

Current Power Sector Structure and EDL



EDL

Project for Improvement of Power Utility Management

- A state-owned electricity utility, public company
- A single buyer of electricity from IPPs and sells electricity to electricity consumers throughout Laos through its own and EDL-T's transmission and distribution facilities.
- **Responsible for the efficient and stable power supply in Laos through the provision of electricity supply services includes procurement and sales of power, construction, operation and maintenance of transmission and distribution facilities, and grid system operation.**

Current Issues around EDL

Project for Improvement of Power Utility Management

Government Direction

Lack of Corporate Management

Human Resource Management

Too much domestic generation during wet seasons (EDL must purchase it.)
Not matched with power sales market

Tariff system

No subsidiary

Not enough reliable power network system

Establishment of EDL-T

Deterioration in EDL's financial condition

Establishing a "System to System Regime" for interconnecting domestic power systems with those of neighboring countries

SDGs, Renewable Energy, etc.

Power sector regulation by GOL

To improve EDL's financial condition.
To harmonize power purchase from generation to sales
To allocate adequately power import / export from / to EDL domestic grid

To utilize EDL-T for EDL to match the EDL-T planning and EDL business planning.
To enhance power supply reliability

JICA Lao Power Sector Cooperation Program

Power Sector Policy Advisor
Strengthen MEM's power development policy and planning, institutional and technical capacity

Strengthen power policy capacity

Issue
EDL Finance, Organization
Use of the EDL-T
Surplus power from hydropower
Power supply and system development
Stable system operation
Renewable energy

Achieving a Sustainable Lao Power Sector
Efficient, sustainable, and stable supply of electricity
Promotion of intra-regional power sharing
EDL Financial Improvement

System operation improvement

Management improvement

Power Quality Improvement through Upgrading Grid Code and Strengthening Its Enforcement System
Technical cooperation for the purpose of improving GC and enhancing system operation capacity

Improvement of Power Utility Management EDL (This project)
Cooperation in strengthening the EDL's organizational management structure and capacity in order to adapt itself to the challenges it faces

Project for Improvement of Power Utility Management

1. **Performance Period (Tentative)**

   September 2021 - March 2024

2. **The Counterpart Organization**

   Electricite du Laos (EDL)

3. **Areas of Activities of the Project**

   1. **Corporate Management Strategy**

      The management strategy and vision of EDL will be analyzed and evaluated by using BSC and categorized from four perspectives (financial perspective, customer perspective, business process perspective, and learning and growth perspective) in addition to financial indicators.

   2. **Organization**
   3. **Human Resource Management**
   4. **Finance**

Purpose and Outcomes of the Project

Overall Goal

Sustainable development of Laos power sector is enhanced through improving EDL's management performance and financial status. The details of the indicators and targets will be determined based on the baseline survey and capacity assessment after the project start. The top targets are "improvement of business conditions" and "improvement of financial conditions".

Project Purpose

EDL's administration and management capacity is strengthened through developing organizational strategy and improving its management mechanism.

Project Outcomes

1. EDL's well-coordinated corporate strategy is developed.
2. Management efficiencies are improved through streamlining organizational structures and operation processes in EDL.
3. EDL's framework for human resource management and development is strengthened.
4. EDL's analytical knowledge and skills in funding and tariff setting are enhanced.

Main Outputs

Corporate strategy (BSC formulation) Finance, Customers, Internal processes, HRD

Business Plan
Financial plan
Tariff plan

- Measures to strengthen capacity to implement regulatory systems
- Measures to improve operational efficiency in priority departments (utilization of methods)
- Leadership training (human resource management)

Organizational Development Plan
HRD Plan

- Learn practical lessons from other power companies in Japan and other countries.
- Learn methods for developing corporate plans (business and financial plans, human resource development plans, etc.)
- Learn the analytical framework of management efficiency for electric power companies (organization)
- Learn real-life examples of human resource development plans and personnel evaluation systems of electric power companies in other countries
- Learn good practices and lessons from other utilities, including examples from Japanese utilities, on pricing, trading mechanisms, crisis management mechanisms, and efficient financing methods

Improvement plan for quality management system

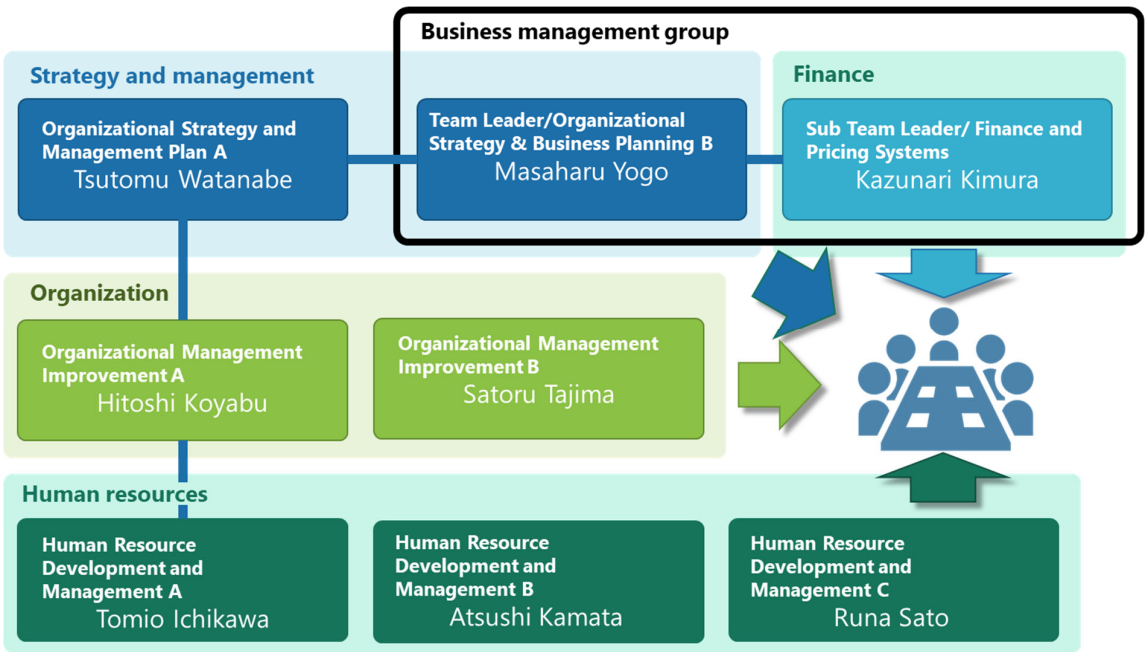
The "training textbook" and "manuals on various strategies and planning

Reporting documents

Name of deliverables	Submission Period
Work Plan	Late October, 2021
Monitoring Sheet / Progress Report	First session: Early March 2022 Second round: Early September 2022 3rd session: Early March 2023 4th session: Early September 2023
Project Completion Report (for external use)	March 1, 2024

Project for Improvement of Power Utility Management

JICA Expert Team



Staffing Schedule

Title	Name	Department	FY2021										FY2022										FY2023									
			6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1
Team Leader/Organizational Strategy and Business Planning B	Masaharu Yogo	TEPCO PG						■			■			■			■		■			■				■			■				■	
Sub Team Leader / Finance and Pricing Systems	Kazunari Kimura	DTFA									■				■			■	■				■			■			■				■	
Organizational Strategy and Management Plan A	Tsutomu Watanabe	TEPSCO															■										■						■	
Organizational Management Improvement A	Hitoshi Koyabu	TEPSCO						■				■			■			■	■			■					■		■				■	
Organizational Management Improvement B	Satoru Tajima	WBA						■				■			■		■						■				■		■				■	
Human Resource Development and Management A	Tomio Ichikawa	TEPSCO PG (assistant TEPCO HD)									■					■							■			■			■					
Human Resource Development and Management B	Atsushi Kamata	WBA										■				■	■									■							■	
Human Resource Development and Management C	Runa Sato	TEPSCO									■			■				■				■							■					
Organizational Strategy assistance	Tomohiro Hida	TEPCO PG																											■					

Outcome 1: Activities related to "An appropriately harmonized corporate strategy for EDL is developed

			1st Year				2ndst Year				3rd Year	
			I	II	III	IV	I	II	III	IV	I	II
		JCC					■		■		■	■
		WS			■	■						
		Detaled implementation plan				■						
		Monitoring Sheet				■	■		■			■
1.1		To review outline of the Balanced Score Card (BSC) or EDL drafted in the preparatory process, and study existing visions, missions and relevant operation/business/financial plans in EDL.	■	■								
1.2		To study appropriateness of the structures and governance systems of EDL including GOL's regulatory frameworks and institutions, and EDL's subsidiaries.	■	■								
1.3		To examine effectiveness of existing management frameworks such as ISO 9001 and propose improvement plan for quality management system.		■	■							
1.4		To learn practical lessons from power utilities in other countries, such as Japan, about process of establishing the corporate strategies, their monitoring and implementation mechanisms, and PDCA cycles.			■	■						
1.5		To learn how to develop corporate plans such as business plan, financial plan, human resource management and development plan, securing consistency with EDL's strategy.				■	■	■				
1.6		To elaborate and finalize EDL's corporate strategy using strategic framework such as BSC, and develop / revise relevant plans described in 1.5.							■	■		
1.7		To analyze and propose measures to strengthen institutional capacities for continuously improving performance of EDL, such as internal auditing system, disclosure mechanism, regulatory systems and so on.									■	■

Outcome 2 "Management efficiency of EDL is improved through streamlining of organizational structure and business processes

Project for Improvement of Power Utility Management

			1st Year				2ndst Year				3rd Year	
			I	II	III	IV	I	II	III	IV	I	II
		JCC										
		WS										
		Detaled implementation plan										
		Monitoring Sheet										
2.1	1	To learn analytical frameworks of management efficiency for power utility companies										
2.1	2	Propose an organizational development plan for EDL, and select priority departments/fields such as power system planning, construction, operation and maintenance of power system.										
2.2		To analyze job descriptions, actual work flows, practices and working references (Standard Operating Procedures: SOPs) such as manuals and guidelines in prioritized departments / fields identified in 2.1 in EDL, and propose guiding principles for efficiency improvement.										
2.3		To propose detailed measures for improving management efficiency in prioritized departments utilizing practical tools such as "Kaizen" (meaning improvement) activities.										
2.4		To implement PDCA cycle and revise measures proposed in 1.										

Outcome 3: The EDL's human resource management and development framework is strengthened

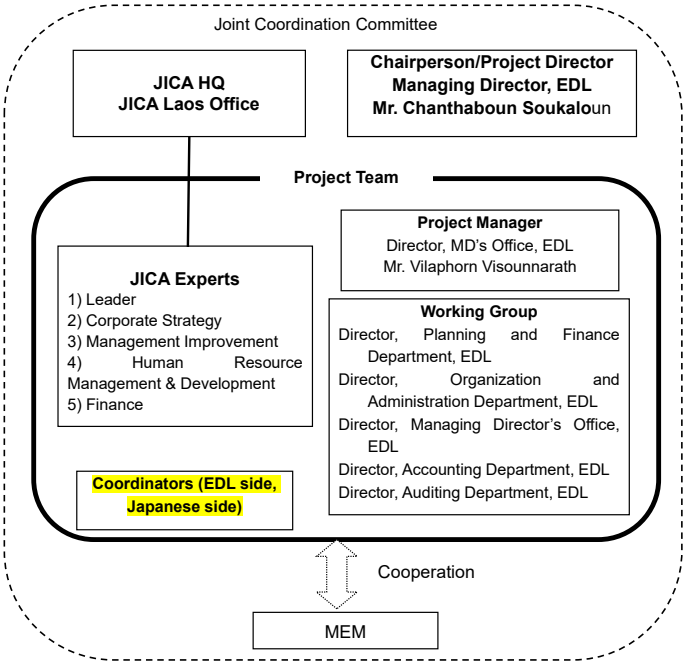
Project for Improvement of Power Utility Management

			1st Year				2ndst Year				3rd Year	
			I	II	III	IV	I	II	III	IV	I	II
		JCC										
		WS										
		Detaled implementation plan										
		Monitoring Sheet										
3.1		To review human resource development plan and practices in EDL and identify priority needs in administrative and management areas.										
3.2		To consider effective approaches and actions to be taken to improve the matters identified in 3.1.										
3.3		To review the way EDL conducts personnel evaluation.										
3.4		To learn other utility companies' cases of human resource development programs and personnel evaluation systems.										
3.5		To develop HRMD plan to effectively support in achieving EDL's strategy.										
3.6		To prepare training programs for priority themes in management, and Carry out training of trainers (TOT) through on/off-the job trainings.										
3.7		To evaluate effectiveness of HRMD and make modifications.										

Outcome 4 "EDL's knowledge of financing and electricity tariff systems is deepened and its analytical capacity is improved"

			1st Year				2ndst Year				3rd Year	
			I	II	III	IV	I	II	III	IV	I	II
		JCC										
		WS										
		Detaled implementation plan										
		Monitoring Sheet										
4.1		To analyze EDL's financial plan and management methods and practices.										
4.2		To learn good practices and lessons from other utility companies including Japanese utility companies' cases about efficient financing methods such as long-term borrowing,										
4.3		To study tariff structure including transaction mechanisms, and calculation methods taking into consideration restructuring of EDL and its new business model.										
4.4		To propose electricity products to be developed, and examine options for appropriate tariff structures to maximize EDL's potential and minimize its risks.										
4.5		To develop financial and tariff plan summarizing results of above works.										

Joint Coordination Committee (JCC)



Chairperson/Project Director	Managing Director (MD), EDL
Project Manager	Director, Managing Director's Office (MD Office), EDL
Working Group	Directors, Planning and Finance Department, Organization and Administration Department, Managing Director's Office, Accounting Department, Auditing Department

JCC	Holding period	contents
1st	Nov. 2022	Review of EDL's activities, including analysis of current status and issues
2nd	March 2023	Methods (business and financial planning and human resource development planning, measures to improve operational efficiency, fee calculation)
3rd.	June 2023	Propose EDL strategy, related plans, and rate plans
Fourth.	Nov. 2023	Propose and summarize improvement plans

A sub-working group (Sub WG) will be established for each outcome.

Activities (Sub WG)	Department in charge (Group Leader)
Corporate Strategy	MD Office and Planning & Finance Dept.
Management Efficiency	Organization & Administration Dept. and MD Office
Human Resource Management & Development	Organization & Administration Dept. and MD Office
Finance	Planning & Finance Dept., Accounting Dept. and Auditing Dept.

Training in Japan

- Training in Japan
  - Senior-level managers, etc.
  - Two 2-week training courses for about 16 participants (about 4 participants from each working group)
  - Japan in September and October of 2022 and 2023, respectively
  - Contents
    - Theory and practice (to be considered, including re-commissioning to graduate schools of management, etc.)
    - Case studies (to be considered, including re-commissioning to management graduate schools, etc.)
    - Site inspection (TEPCO PG facilities and organization)
- Field training
  - Resources of EDL Training Center
  - Lao-Japan Center

Project Design Matrix (PDM)

Project Design Matrix

Project Title: IMPROVEMENT OF POWER UTILITY MANAGEMENT
Implementing Agency: Electricite du Laos (EDL)
Target Group: MD's Office, Organisation and Administration Dept., Planning and Finance Dept., Accounting Dept., Auditing Dept. and other relevant Dept. of EDL
Period of Project: Sep 2021 to Mar 2024
Project Site: EDL

Narrative Summary	Objectively verifiable indicators	Means of verification	Important Assumption
Overall goal			
Sustainable development of Laos power sector is enhanced through improving EDL's management performance and financial status.	1. Management performance is improved 3 years after the project completion. 2. Financial status is improved 3 years after the project completion. * Specific indicators for 1 and 2 are determined after launch of the project based on baseline study and capacity assesment etc.	EDL's annual reports (SAIDI, SAIFI, Los Angeles) Financial Statements	No significant change occurs in social, economic and political situation.
Project Purpose			
EDL's administration and management capacity is strengthened through developing organizational strategy and improving its management mechanism.	1. The corporate strategy is formulated. 2. The financial/investment plan is formulated. 3. The human resource management and development plan is formulated. 4. Each strategy/plan is developed in accord with one another. 5. PDCA cycle is carried out by utilizing KPIs. 6. XX are improved at the end of the project. (* XX means several indicators which are determined after launch of the project.)	Project reports	1. Lao government's power export policy is maintained. 2. EDL and the Government of Laos including the Ministry of Energy and Mines (MEM) and the Ministry of Finance (MOF) work closely and monitor EDL-T appropriately.
Outputs			
1. EDL's well-coordinated corporate strategy is developed.	1. Business/financial/human resource development plans and BSC are developed. 2. Improvement plan for quality management is proposed. 3. Corporate strategy is finalized. 4. The strategies and plans described in 1 to 3 are approved by top management and carried out. 5. __(*number) officials from right departments take lectures.	Plans and documents etc. listed to the left Record of the lecture	EDL's organization structure does not change drastically. EDL's financial condition does not deteriorate rapidly.
2. Management efficiencies are improved through streamlining organizational structures and operation processes in EDL.	1. Organizational development plan is proposed. 2. Priority departments/fields are selected. 3. Countermeasures to improve management efficiency in priority departments/fields are proposed. 4. The proposal and countermeasures described in 1 and 3 are approved by top management and carried out. 5. __(*number) officials from right departments take lectures. 6. Training of trainers (TOT) are carried out and __(number) officials become possible candidates of trainers.	Formulate an organizational development plan Suggested measures Lecture transcriptProposed countermeasures Records of lectures	
3. EDL's framework for human resource management and development is strengthened.	1. Financial plan is developed. 2. Tariff plan is developed. 3. The plans described in 1 and 2 are approved by top management and carried out. 4. __(*number) officials from right departments take lectures. 5. Training of trainers (TOT) are carried out and __(number) officials become possible candidates of t	Developed plan and program Records of lectures Records of TOT	
4. EDL's analytical knowledge and skills in funding and tariff setting are enhanced.	1. Financial plan is developed. 2. Tariff plan is developed. 3. The plans described in 1 and 2 are approved by top management and carried out. 4. __(*number) officials from right departments take lectures. 5. Training of trainers (TOT) are carried out and __(number) officials become possible candidates of trainers.	Developed plans financial plan Records of lectures	

Activities related to Outcome 1 "EDL's well-coordinated corporate strategy is developed."

- Activity 1-1. To review outline of the Balanced Score Card (BSC) for EDL drafted in the preparatory process, and study existing visions, missions and relevant operation/business/financial plans in EDL.
- Activity 1-2 To study appropriateness of the structures and governance systems of EDL including GOL's regulatory frameworks and institutions, and EDL's subsidiaries.
- Activity 1-3 To examine effectiveness of existing management frameworks such as ISO 9001 and propose improvement plan for quality management system.
- Activity 1-4 To learn practical lessons from power utilities in other countries, such as Japan, about process of establishing the corporate strategies, their monitoring and implementation mechanisms, and PDCA cycles.
- Activity 1-5 To learn how to develop corporate plans such as business plan, financial plan, human resource management and development plan, securing consistency with EDL's strategy.
- Activity 1-6 To elaborate and finalize EDL's corporate strategy using strategic framework such as BSC, and develop / revise relevant plans described in 1.5.
- Activity 1-7 To analyze and propose measures to strengthen institutional capacities for continuously improving performance of EDL, such as internal auditing system, disclosure mechanism, regulatory systems and so on.

Activities related to Outcome 2 "Management efficiencies are improved through streamlining organizational structures and operation processes in EDL."

Project for Improvement of Power Utility Management

- Activity 2-1 To learn analytical frameworks of management efficiency for power utility companies, propose an organizational development plan for EDL, and select priority departments/fields such as power system planning, construction, operation and maintenance of power system.
- Activity 2-2 To analyze job descriptions, actual work flows, practices and working references (Standard Operating Procedures: SOPs) such as manuals and guidelines in prioritized departments / fields identified in 2.1 in EDL, and propose guiding principles for efficiency improvement.
- Activity 2-3 To propose detailed measures for improving management efficiency in prioritized departments utilizing practical tools such as "Kaizen" (meaning improvement) activities.
- Activity 2-4 To implement PDCA cycle and revise measures proposed in 1.

Activities related to Outcome 3: “EDL's framework for human resource management and development is strengthened”

- Activity 3-1 To review human resource development plan and practices in EDL and identify priority needs in administrative and management areas.
- Activity 3-2 To consider effective approaches and actions to be taken to improve the matters identified in 3.1.
- Activity 3-3. To review the way EDL conducts personnel evaluation.
- Activity 3-4 To learn other utility companies' cases of human resource development programs and personnel evaluation systems.
- Activity 3-5. To develop HRMD plan to effectively support in achieving EDL's strategy.
- Activity 3-6 To prepare training programs for priority themes in management, and °Carry out training of trainers (TOT) through on/off-the job trainings.
- Activity 3-7 To evaluate effectiveness of HRMD and make modifications.

Activities related to Outcome 4 "EDL's analytical knowledge and skills in funding and tariff setting are enhanced.”

- Activity 4-1 To analyze EDL's financial plan and management methods and practices.
- Activity 4-2 To learn good practices and lessons from other utility companies including Japanese utility companies' cases about efficient financing methods such as long-term borrowing,
- Activity 4-3 To study tariff structure including transaction mechanisms, and calculation methods taking into consideration restructuring of EDL and its new business model.
- Activity 4-4. To propose electricity products to be developed, and examine options for appropriate tariff structures to maximize EDL's potential and minimize its risks.
- Activity 4-5 To develop financial and tariff plan summarizing results of above works.

Request for Provision of the Financial Model of EDL

- a. EDL's financial model (excel file of financial simulation) developed by PwC in 2017
- b. EDL's financial model (excel file of financial simulation) developed and currently maintained by World Bank

Current BSC (Finance)

BSC of the EDL developed during the project preparation phase

Balanced scorecard			
	Objectives (Goal)	KPI	Unit
①Finance (F)	Maintain reasonable profits	Gross Profit Margin/ Increase operating cashflow	
	Develop of new revenue sources.(Find the funding source for investments of Hydropower Plants, Transmission Lines and Distribution Lines.)		
	Reduce operational cost.	% if prepaid customer accounts analyzed	%
		Reduce Allowance and accommodation of EDL's staff who travel to work in other provinces of Laos.	
		Reduce the fuel cost of vehicle during travelling to work in other province	
		Reduce document hardcopy by using e-document	
		Reduce the administration cost of EDL's provincial branches Nationwide	
		Reduce the budget of meeting arrangement by virtual meeting via video conference, Zoom Live, Webex, etc.	
	Increase annual revenue	Volume of energy exported	GWh
		Volume of energy sold to regulated customers	GWh
		Volume of energy sold to special customers	GWh
		Billing index	%
		Energy exported	
		Improve the customer's debt delay	less than 1.5 months
		Improve short term cash management	
	Improve short term cash management	Negotiate with lender for delaying interest payment or reducing interest.	

In general:

- Fundraising
- Cost reduction,
- Revenue increase

Current BSC (Customer)

②Customer (C)	**Provide electricity and quality services** in power distribution.	Recovered and additional power in EDL's own generation	[MW]
		Reserve margin at peak times	%
		Firm power contracted under bilateral agreement	[MW]
	Establish EDL brands in the Indochina region	Number of social tariff customers	[Unit]
		Index of Workers Who Committed to the Ethics Code	%
		Development of the ethical risk matrix	Year
		Review of the Code of Ethics	Year
	Improve the **customer service** experience	**Average picket response time**	Hours
		Public relation for customer's energy saving and electricity safe	
		Average time for a new customer connection	Days
		Average customer service time (in store)	Hours
		Availability of self-service channels	Hours/Day
		Improve the customer satisfaction	more than 85%
	SDGs	Goal 1 No Poverty	
		Goal 2 Zero Hunger	
		Goal 3 Good Health and Well-being	
		Goal 4 Quality Education	
		Goal 5 Gender Equality	
		Goal 6 Clean Water and Sanitation	
		Goal 7 Affordable and Clean Energy	
		Goal 8 Decent Work and Economic Growth	
		Goal 9 Industry, Innovation and Infrastructure	
		Goal 10 Reduced Inequalities	
		Goal 11 Sustainable Cities and Communities	
		Goal 12 Responsible Consumption and Production	
		Goal 13 Climate Action	
		Goal 14 Life Below water	
		Goal 15 Life on Land	
		Goal 16 Peace, Justice and String Institutions	

In general:

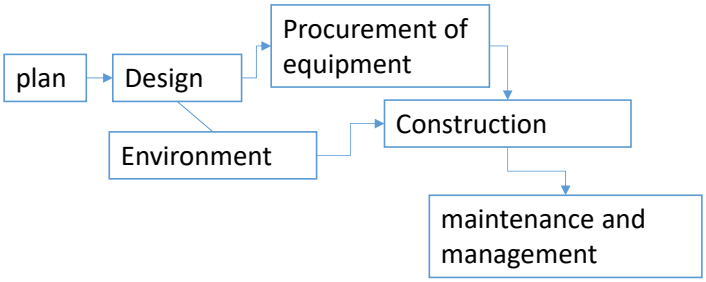
- Quality, time and price of products and services

Current BSC (internal process)

③Internal process (Ⅰ)	Collaboration and information sharing with the Government.		
	Public relations to strengthen customer trust.		
	Introduction of financial management system.		
	Improve the quality of power supply and distribution.	Improve the reliability and stability of distribution and transmission systems	
	Reduce the operation error		
	Integrate the nationwide and regional power grids.		
	Improve customer account control management.	Corrective action for Bill error	
		Corrective action for energy meter inaccuracy	
	Improve corporate and general services processes and system.		
	Strengthen the internal audit for auditing the accounting and management		

Other internal processes

- Transmission & Substation, distribution system construction & maintenance



- Stake holders
  - confronting the government
  - EDL-T
- Grid operation

  Power receive, power transmission and distribution
- Power contract

  power supply contract | sales contract
- Information and data management

Current BSC
(Human Resource
Development)

④Learning& Growth (L)	(Internal) Training system on employee.	Coaching and mentoring the new staff within office and division	
		Workshop, seminar and training via in-house and overseas	
	Overhaul HR system.	Job rotation between division and department of EDL	
	Capacity building of financial management operations.	Coaching and mentoring the new staff within office and division	
		Workshop, seminar and training via in-house and overseas	
	Collaboration with expert technical training program. (Ex. JICA, WB)	Experience and knowledge sharing and transfer with ASEAN's power utilities	
	Strengthening of governance, risk management and risk of communication		
	Training on budget and Short-term cash management	Coaching and mentoring the new staff within office and division	
		Workshop, seminar and training via in-house and overseas	
	Training on management efficiency	Coaching and mentoring the new staff within office and division	
		Workshop, seminar and training via in-house and overseas	
	On the job training for technical O&M	Coaching and mentoring the new staff within office and division	
		Workshop, seminar and training via in-house and overseas	

Consideration for the EDL's BSC (to be discussed later)

According to EDL's BSC.pdf, which was developed in the previous project, the strategy map under consideration is designed for a typical company. According to the EDL's BSC.pdf, the strategy map reviewed is designed for a typical company, with four perspectives and sequences: financial perspective, customer perspective, internal process perspective, and learning and growth perspective. On the other hand, a variant is often used in strategy maps for public companies, local governments, and non-profit organizations.

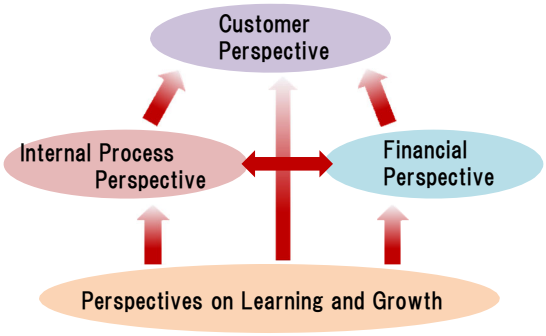
◆ Is the EDL viewpoint structure in BCS sufficient in general?

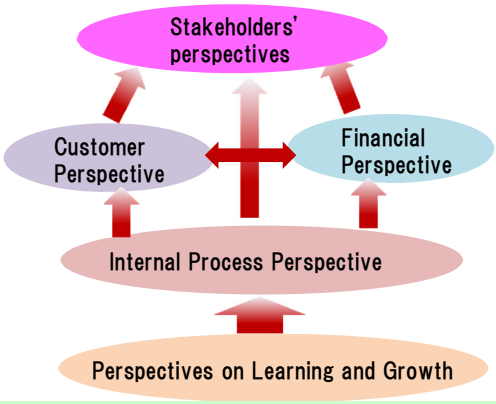
- The overarching goal of this project is to "promote the sustainable development of the electricity sector in Laos.
  - ➢ It is required to meet the intentions of governments and stakeholders.
  - ➢ Sustainable development needs to be embodied.
- Considering the background of this project, it is necessary to deal with two major themes
  - ➢ EDL's "Financial Improvement" and "Management Reform"
  - ➢ "Financial improvement" refers to the elimination of past liabilities and the improvement of future financial strength.
  - ➢ In "Management Transformation," we will focus on (business expansion: establishing the EDL brand), (organizational excellence), and (Human resource development)
  - ➢ These **five areas** are considered as the strategic themes (on the strategy map) of this project.

  (How to decide the strategic theme on the BSC will be discussed in the future.

Putting the customer's perspective at the top of the list (one idea)

Considering the fact that EDL is a government-owned utility company, it is suggested that the strategy map should include "customer perspective" or, as a variant, "stakeholder perspective" at the top. In this case, the strategy map might look like the following.





In the left figure, customers include "citizens (users)," "private companies," "neighboring countries (grid system)," "investment partners," "governments," and "the doners," while in the right figure, "governments" and "the doners" are considered separately as stakeholders.

It is necessary to review and restructure the BSC with this in mind. Targeting senior managers

The theme of human resource development will be to make people think about these issues by themselves in the training program (I imagine this in the propo).

EDL's Quality Policy



Electricite du Laos is committed to:

1. **Develop and manage sustainable energy.**
2. **Ensure quality and sufficient energy supply.**
3. **Integrate the nationwide and regional power grids.**
4. **Achieving customer satisfaction by providing fast, safe and quality services.**
5. **Comply with the laws and regulations of Lao PDR and the requirements of ISO 9001:2015 International Standard.**
6. **Continually improve the quality management system.**

Aspects of efficiency, economy may be included if corporation strategies are formulated based on this.

Example: Business Strategy of Tokyo Electric Power Grid Co. (Website)

- Complete the stable supply of products in a neutral and fair manner.
  - Securing a stable supply of energy
  - Improvement of convenience of power transmission and distribution networks, including business development of power generation and retail companies across regions and expansion of the amount of renewable energy interconnection
- Lowering consignment fees
  - Reduce the total amount of capital investment and repairs
  - Improving the efficiency and sophistication of operations for maintaining the reliability of large amounts of equipment
- Expansion of business areas
  - Implementation of new services using smart meters
  - Overseas

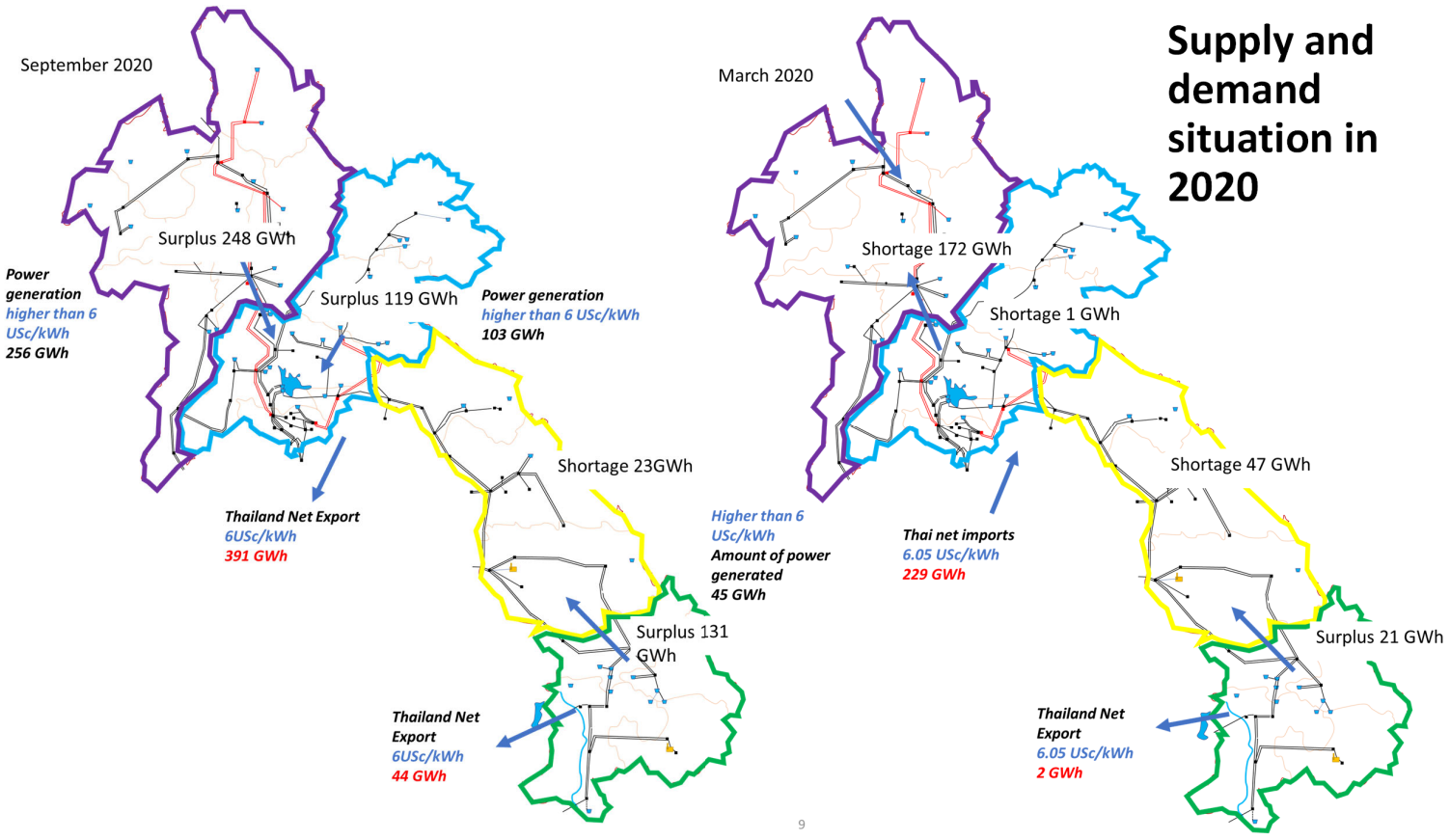
Business Process Improvement Methods

- Business processes can be classified as top-down or bottom-up, depending on the department and the project to be handled, and improvement methods should be considered based on the characteristics of each business process
- The characteristics of methods such as "Kaizen," "QC (Quality Control)," and "TPM (Total Productive Maintenance)" should be carefully examined, and the selection should be made with the C/P's full understanding.
- the business improvement cycle

EDL Human Resource Development and Management

- Redundancy in work assignments and deteriorating operational efficiency

- The Human Resources Management Division aims to create new strategies to improve the operational efficiency of EDL staff and ensure that the organization improves its operational efficiency.
  - Formulate master plan/policy on human resource management (HRM) and human resource development (HRD)
  - Improve application of job analysis and clarify hiring criteria
  - Implementation of performance evaluation and setting of certain standards and indicators based on performance.
  - Building a better working environment and engagement within the organization
  - Improve TNA planning to provide appropriate training and development programs
  - Creating methodologies to efficiently create succession plans, career development paths, and talent pool plans
  - Creating a system for coaching and knowledge management
- The BSC framework will be also effective in visualizing its activities and sharing the path to the goal with stakeholders inside and outside the corporation.
  - From top management to senior management
    - scorecard-based departmental strategies and performance evaluation
  - setting of KPIs



Thank you!

添付資料 6　Management plan cycle of TEPCO

添付資料 6

Management plan cycle of TEPCO

JICA Project for Improvement of Power Utility Management in Lao PDR
Feb X, 2022

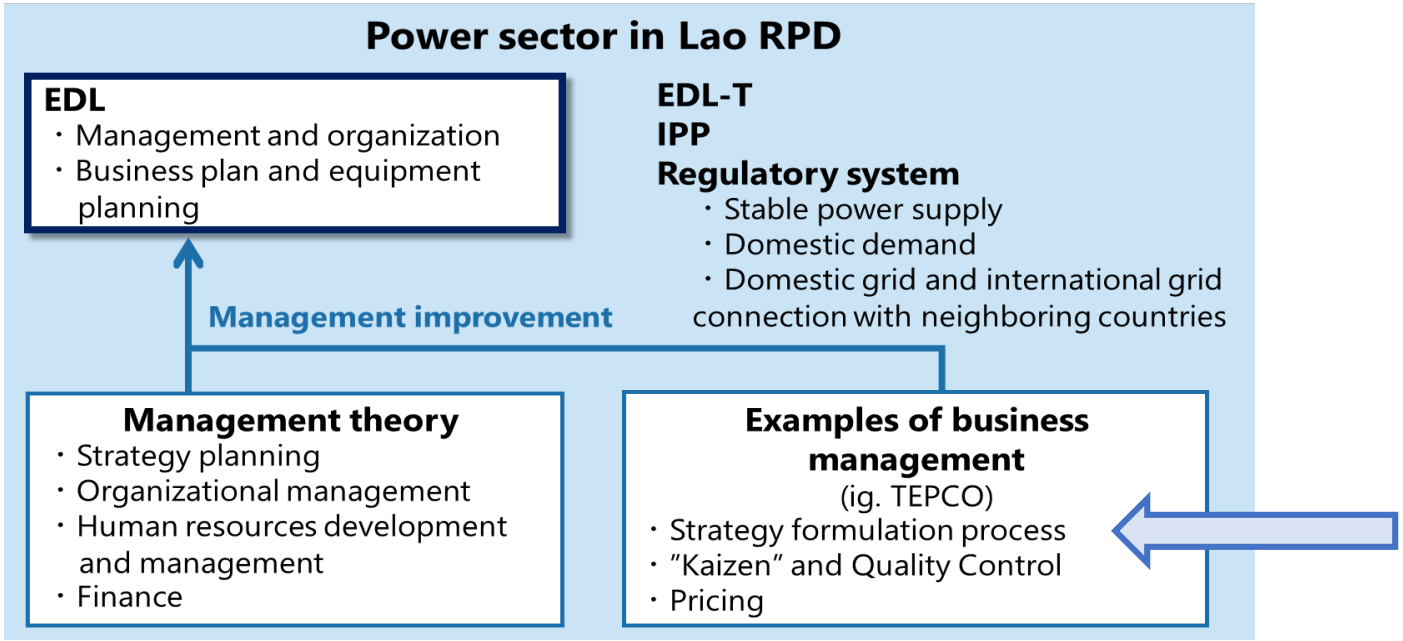
- 組織図
- グループ共通規程・マニュアル
- HD規程・マニュアル
- PG規程・マニュアル
- PG経営サイクル
- PG資材調達フロー

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Project overview

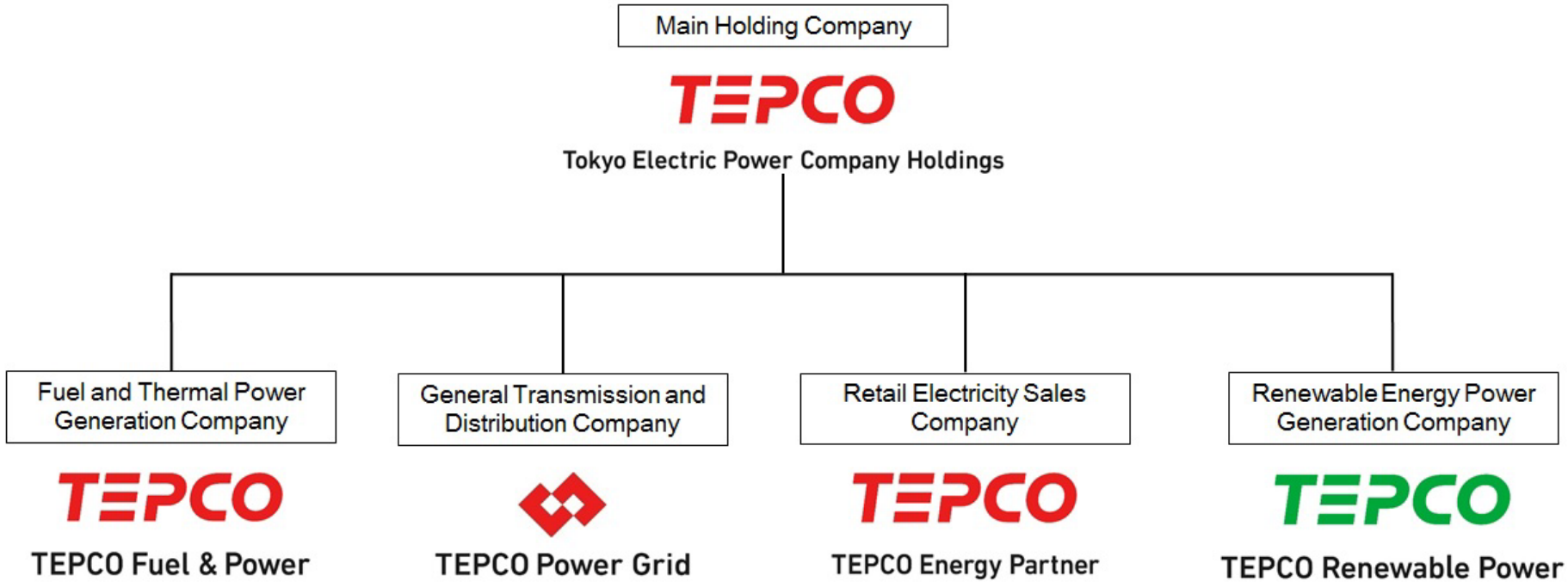
■ Overall Goal
- ➢ Sustainable development of Lao's power sector by improving EDL's management performance and financial status
- ➢ Improvement of business and financial conditions are the top targets

■ Measures:
- ➢ Review of PDP and Financial Plans
- ➢ Organizational improvement
- ➢ Clarify the roles of head office, branches, Board, and MD, and consider organizational restructuring. Review budget allocation method to branches. Examine the internal organizational structure of the head office. Formulate human resource development plan. Improve the efficiency of procurement procedures.

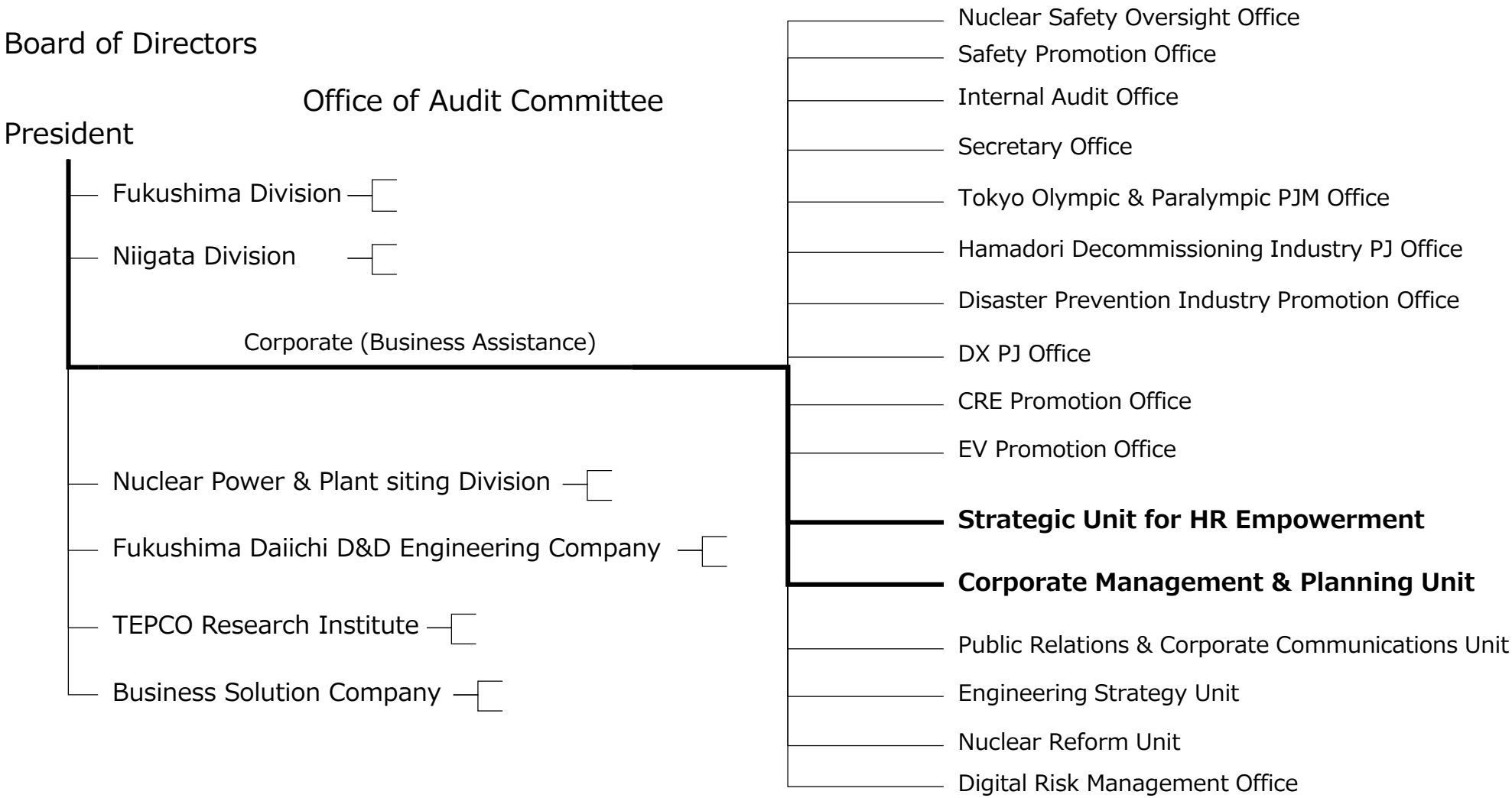


TEPCO group structure

- Since 2020, power utility has been legally unbundled in Japan
- TEPCO Group introduced the holding company system in 2016



Organizational chart of TEPCO Holdings



Corporate Management & Planning Unit

Corporate Management & Planning Unit

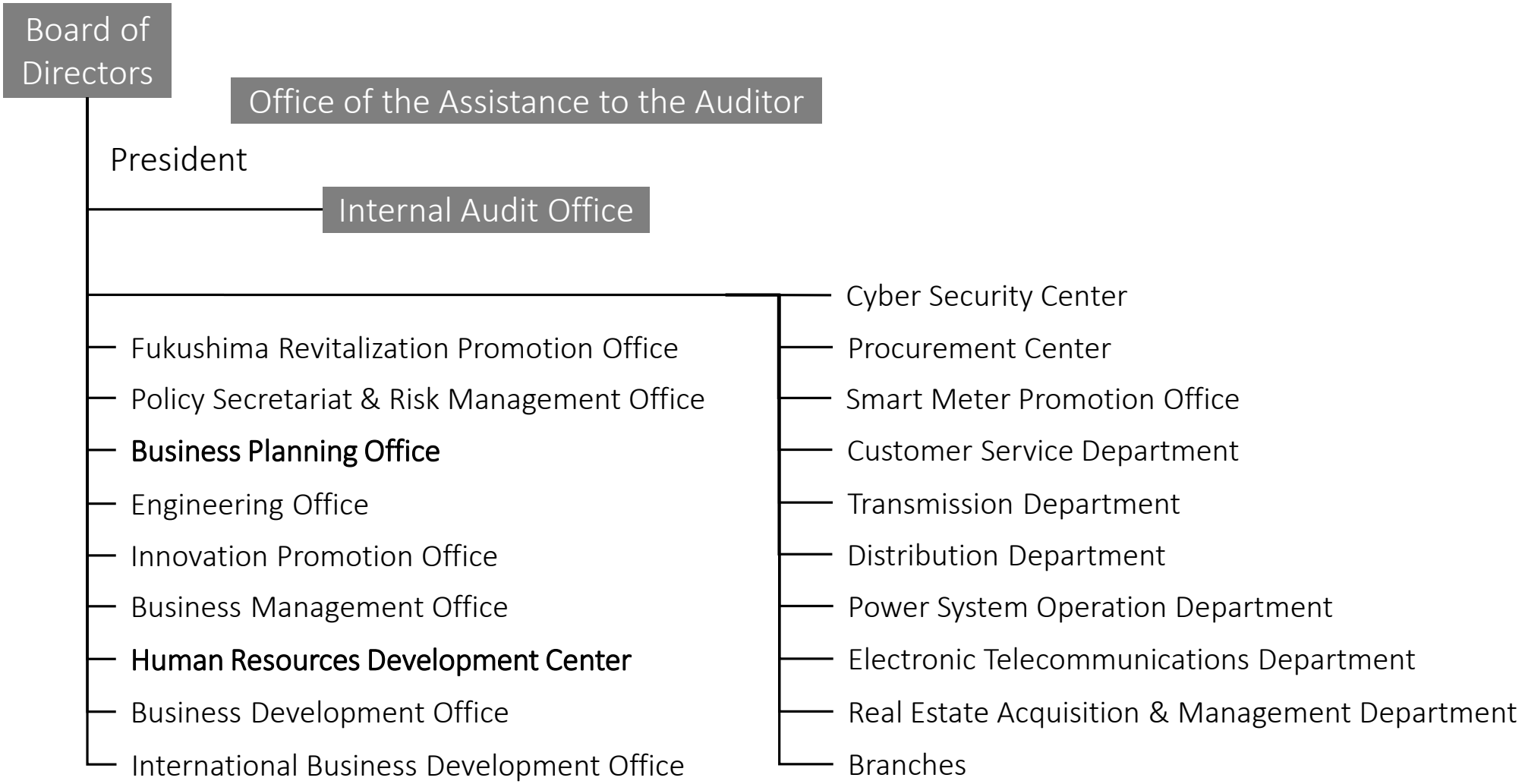
- Corporate Planning Office ・・・ Business planning for whole TEPCO group
- ESG Office
- Marketing Office
- Inter-regional Power Exchange Promotion Office
- Corporate Management Office ・・・ Supervise (mainly) the core subsidiaries (FP, PG, EP, RP)
- Corporate Affairs & Legal Office
- Accounting & Treasury Office
- CIO Office
- JERA Administration Office

Strategic Unit for Human Resources Empowerment

Strategic Unit for Human Resources Empowerment

- Kaizen Promotion Office
- Organization, Employee Relations & Human Resources Office
- Business Promotion Office

Organizational Chart of TEPCO Power Grid



Overview of Business Planning Cycle

1Q

- ✓ Inform the business plan for the year
- ✓ Finalize the achievement of previous plan

2Q

- ✓ Preliminary business plan for next year

3Q

- ✓ Draft business plan for next year

4Q

- ✓ Business plan for next year

- ✓ Change in business environment
- ✓ Financial condition review
- ✓ Dealing with any events occurred

Business Plan

Financial Condition
Financial Target

Net income
Operating expenses
Capital expenditure (especially for Power facilities)

Business environment analysis

Demand (forecast, actual)
Penetration of Renewables
Natural disaster/ COVID pandemic
Regulation change
Olympic/Paralympic games

Key challenges/ success factor

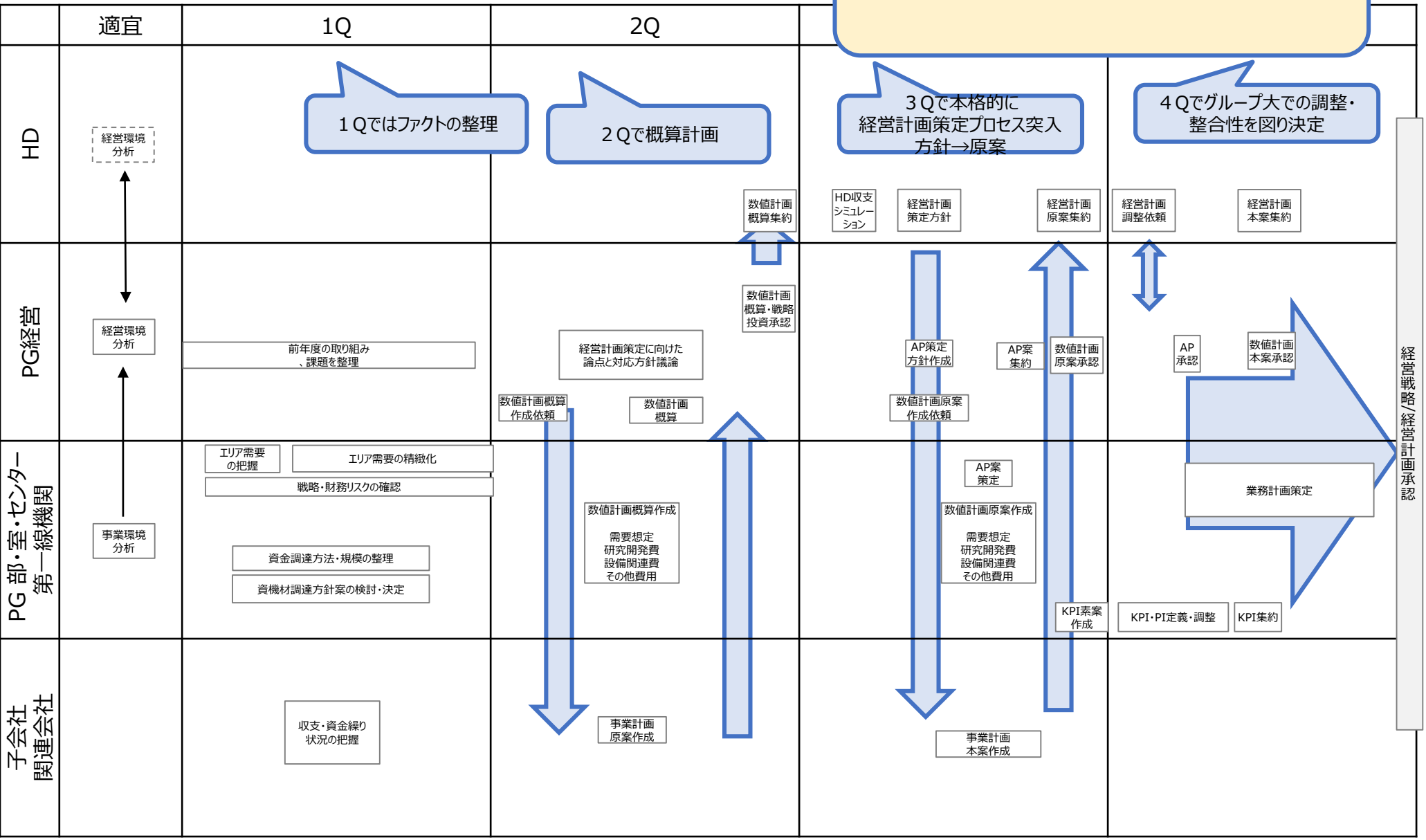
Cost reduction
Expanding business domain
Integrating Renewables with securing reliability, resiliency
Meeting new regulation requirement
Safe and reliable power supply during the O/P games

Action plans

Actions to achieve the challenges
Clarify which directors are in charge of the actions

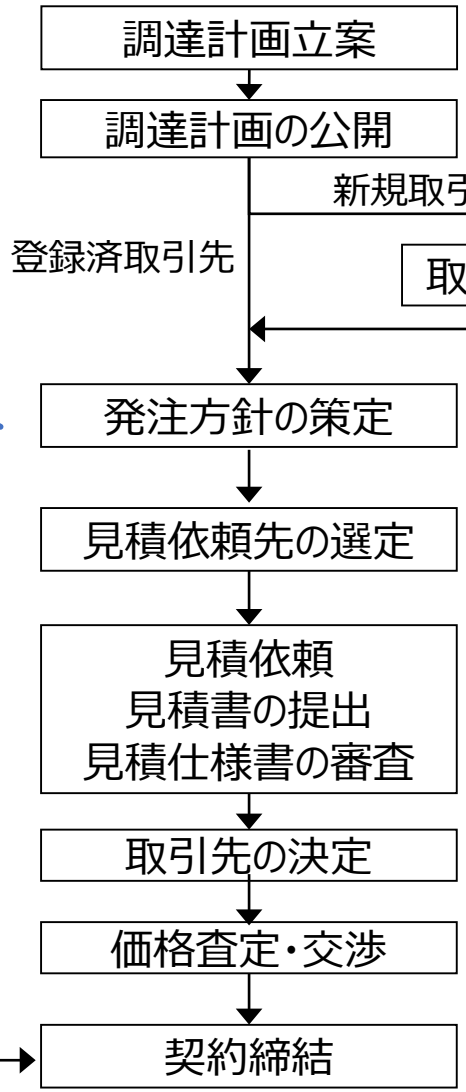
Business Planning Cycle

英語化作業中



Procurement system

英語化作業中



早期発注・仕様合理化・入札要件緩和

- 電力設備品における当該年度中の発注品目・数量等の公開
- 取引先登録要否の確認
- 製造技術・品質管理等の審査（随時受付）
- 技術部門長・調達部門長間で発注方針を合意形成(調達エンジニアリング会議)
- 登録された取引先から見積依頼先を選定
  新規取引先拡大・発注区分見直し
- 複数の見積依頼先による競争を原則
  希望案件選択方式・シェア別見積方式・まとめ発注
- VE提案の推奨
- **見積価格・品質・技術力・カイゼンへの取組み状況を総合的に評価して取引先を決定**
- 当社過去実績に基づき価格を評価し、交渉
- 機器価格の詳細調査結果等をDB化→価格査定時に活用

一般契約にするか、単価契約にするかはこの段階で決定する

- 取引先・当社技術部門・調達部門協働で改善活動を実施

協働カイゼン活動

添付資料 7　EDL のビジョンとミッション

添付資料 7 EDL のビジョンとミッション

Vision and Mission of EDL

Vision

•!• Electricite du Laos （EDL） a strong state-owned enterprise which is accepted and trusted byall concerned parties as well as accomplishment of two main functions as follow:

- Highly pay attention and take responsibility to political duties and National socio- economic development plan that have been concretely formulated
- Efficiently and effectively process the business by aiming to construct the power industry as a main sector in developing socio-economic and making revenue for the Nation as well as encouraging other concerned sectors to be developed alongside with power sector in order to create jobs for Lao people and ethnic group Nationwide andprovide reasonable electric price consumption for them.

Mission

- Become a main section for activating and encouraging to have production circuit,revenue increase and concrete domestic consumption.
- Reduce the foreign currency outflow caused by fuel import by using the potential of domestic power generation.
- Let all societies Nationwide to access quality power consumption with reasonable pricein order to be able to make the product for competitive market.
- Get ready for power grid interconnection to neighboring countries and regional area by improving the stability and security of transmission/distribution system.
- Reform the business process model in order to rebuild the trust of customers, domestic consumers and foreign investment.

EDL Challenges on Business

1. Technical and Quality of Electricity

- The PDP specification is not yet effective enough to be used in EDL's business policy plan.
- Almost power purchase agreements （PPA of EDL）, Take or Pay contract, which can leadto financial problems.
- There is high investment in the construction of transmission lines and substations and there is a lack of markets for energy exports.
- Lack of budget to improve the transmission system to strengthen energy stability.
- High level of Power Lost in the System.

2. Financial

- Tariff structure is not in line with EDL's actual business.
- Public debt and concessions
- Lack of financial liquidity for running business.
- There is an obligation to pay back to the Banks.
- Loans from financial institutions Banks are high interest rates.
- The accounting system is not centralized and lacks effective management.

3. Administrative structure and personnel

- Targets are still unclear in the performance of duties for executives and staff.
- Lack of system for personnel management and personnel development.
- Lack of motivation in the Workplace.
- The allocation of staff is not yet in line with the responsibilities and professionalism.

添付資料 8　EDL 経営改革委員会メンバー

添付資料 8 EDL 経営改革委員会メンバー

Prime Minister of GOL, appointed officially 9 persons for EDL's reformation committee as below listed referred to Minister's Approval No.22/ dated 4th April 2022.

The ceremony was held at EDL office on 22nd April 2022 chaired by Dr. Daovong PHONEKOE , Minister of MEM and Mr. BounChome OUBONPASUETH, Minster of MOF

1. Mr., Dr. Phouthanouphet SAYSOMBATH, Vice Minister of MOF （Chief of Committee ）
2. Mr. Thongphath INTHAVONG, Vice Minister of MEM （Deputy Chief of Committee）
3. Mr. Chanthaboun SOUKALOUN, Managing Director of EDL
4. Mr. Soulivath SOUVANHNACHOUMKHAM, Director General, Department of Public Debt Management, MOF
5. Mr. Dr. Sonephet INTHAVONG, Director General , Department of Reformation State Enterprise and Insurance , MOF
6. Mr. Somphith KEOVICHITH, DG of Energy Business Department of MEM
7. Mr. Dr. Phouphet KYOPHILAVONG, Ph.D. Associate Professor Dean, NUOL
8. Mr. BounAeuy SIVANHPHENG, Chairman of Board Committee of EDL
9. Ms. KheiVanh CHANHTHAPHOUVONG, DDG of State's Management Development, Ministry of Interior

添付資料 9　現地キックオフミーティング（6 月 28 日）資料

添付資料 9

Project for Improvement of Power Utility Management in Lao PDR

Project briefing

TEPCO Power Grid, Inc.

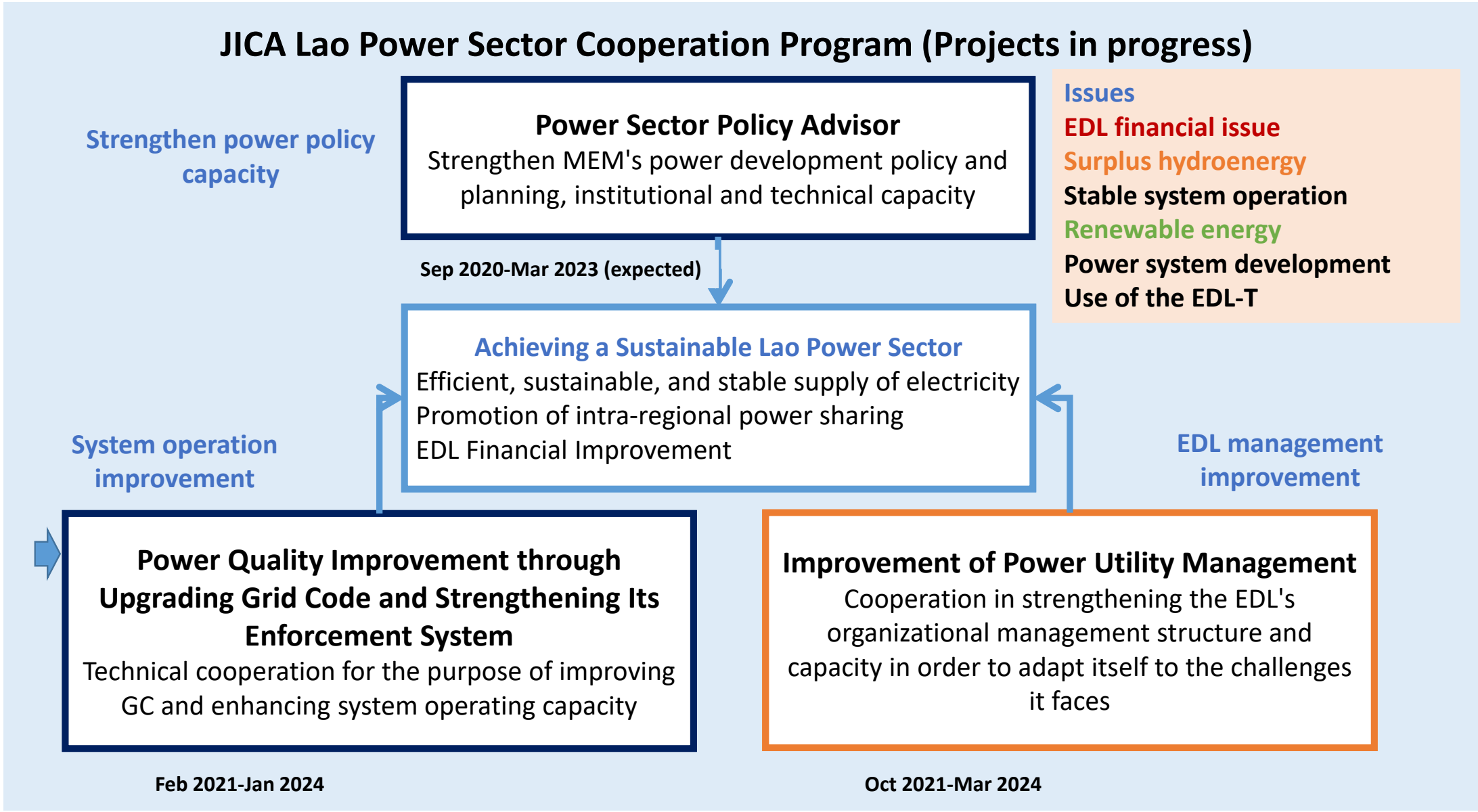
Tokyo Electric Power Services Co., Ltd.

Deloitte Tohmatsu Financial Advisory LLC

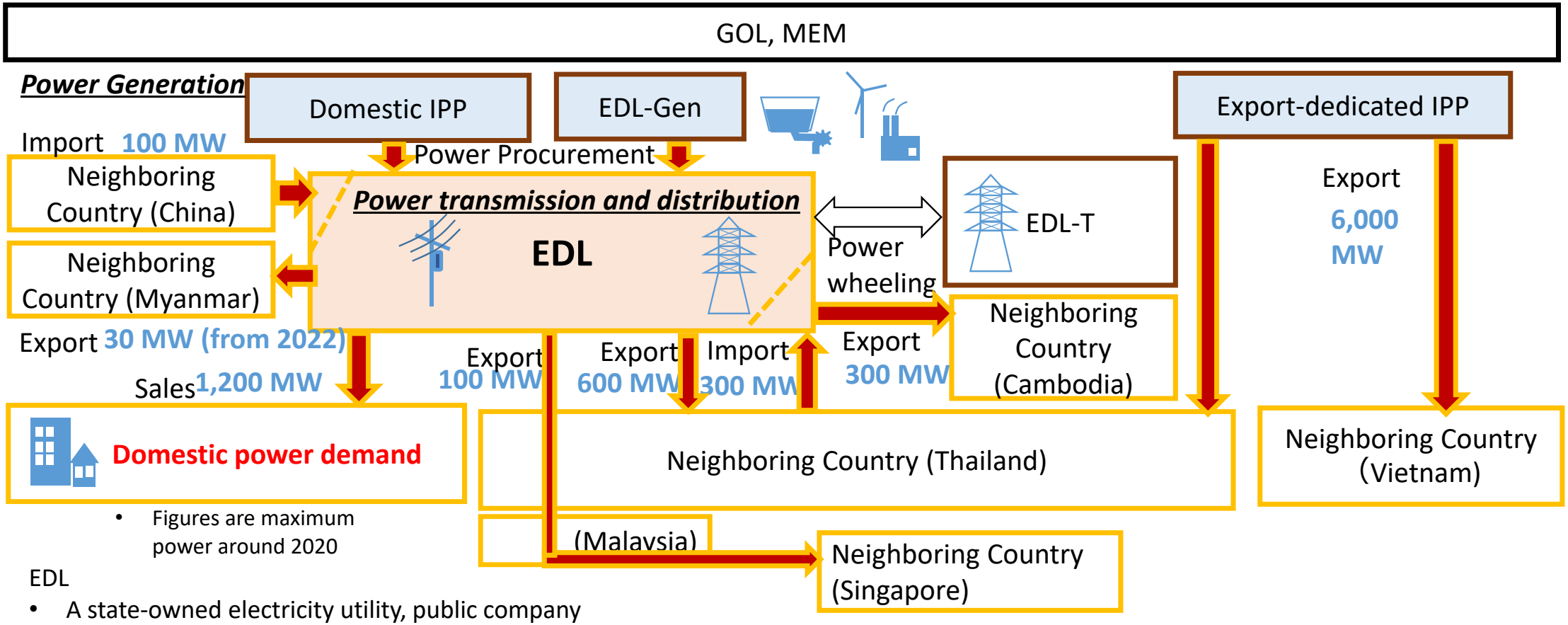
World Business Associates Co., Ltd.

Vientiane

June 28, 2022 (revised on Jun 30)


JICA Lao Power Sector Cooperation Program (Projects in progress)
Strengthen power policy capacity
Power Sector Policy Advisor
Strengthen MEM's power development policy and planning, institutional and technical capacity
Sep 2020-Mar 2023 (expected)
Issues
EDL financial issue
Surplus hydroenergy
Stable system operation
Renewable energy
Power system development
Use of the EDL-T
Achieving a Sustainable Lao Power Sector
Efficient, sustainable, and stable supply of electricity
Promotion of intra-regional power sharing
EDL Financial Improvement
System operation improvement
EDL management improvement
Power Quality Improvement through Upgrading Grid Code and Strengthening Its Enforcement System
Technical cooperation for the purpose of improving GC and enhancing system operating capacity
Improvement of Power Utility Management
Cooperation in strengthening the EDL's organizational management structure and capacity in order to adapt itself to the challenges it faces
Feb 2021-Jan 2024
Oct 2021-Mar 2024

Lao Electricity Sector and EDL's Business Areas



- Figures are maximum power around 2020

EDL

- A state-owned electricity utility, public company
- A single buyer of electricity from IPPs and sells electricity to electricity consumers throughout Laos through its own and EDL-T's transmission and distribution facilities.
- Responsible for the efficient and stable power supply in Laos through the provision of electricity supply services includes procurement and sales of power, construction, operation and maintenance of transmission and distribution facilities, and grid system operation.

EDL over all functions

GOL, MEM

EDL

- Power purchase / procurement
- Retail services
- Domestic sales
- Maintenance/improvement of services
- Creation of new services
- International sales/trade

- System planning → *
- System operation
- Generation operation
  - Ancillary service supply
  - Economic dispatch
  - Emergency control
- Transmission operation
  - Power flow/voltage control
  - Power Security maintenance
  - Emergency control
  - System maintenance
- Transmission system construction → *

- Distribution activities
- Distribution planning
- Distribution operation
  - -Supply quality improvements
  - Emergency control
  - System maintenance
  - Loss reduction including non-tech
- Distribution system construction

* Part of the activities will be transferred to EDL-T

Current Issues around EDL

Project for Improvement of Power Utility Management

Government Direction

Lack of Corporate Management

Human Resource Management

Too much domestic generation during wet seasons (EDL must purchase it.)
Not matched with power sales market

Tariff system

No subsidiary

Deterioration in EDL's financial condition

Not enough reliable power network system

Improvement of management

To improve EDL's financial condition.
To harmonize power purchase from generation to sales
To allocate adequately power import / export from / to EDL domestic grid

To utilize EDL-T for EDL to match the EDL-T planning and EDL business planning.
To enhance power supply reliability

Establishing a "System to System Regime

Power sector regulation by GOL

SDGs, Renewable Energy, etc.

Establishment of EDL-T

Increase in electric power sales (domestic and export) while reducing the cost of power procurement and considering the use of clean energy
EDL's organizational and human resource development plan
Electricity pricing, IPP contract type

Increase in electric power sales

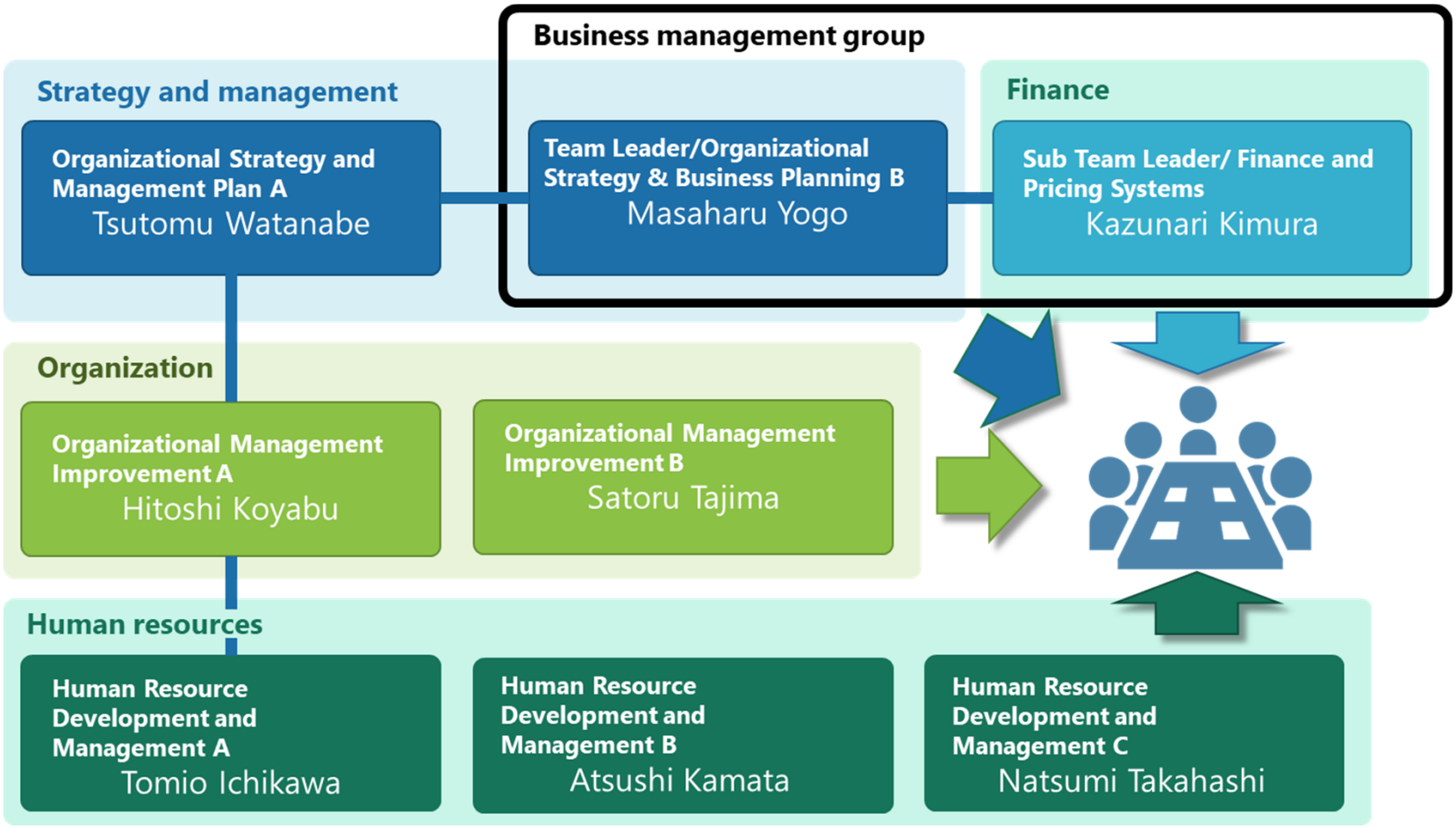
- New large power demand: Since the end of last year, new large-scale demand applications and plans for digital mining, silicon mining, and ammonia production have been received, and sales of excess power are expected to improve financials.
- The domestic electricity supply in Laos is almost 100% natural energy, so there is added value as a clean manufactured product.
- Popularization of electric vehicles
- Electrification
- Electric Power Exports
  - Conversion of surplus domestic hydropower plants to export
  - Export from the domestic power system

- New power sources are needed in later years as supply capacity becomes insufficient during the dry season depending on the amount of increase in electricity demand.
- Utilization of renewable energy

Project for Improvement of Power Utility Management

1. Performance Period (Tentative): September 2021 - March 2024
2. The Counterpart Organization: Electricite du Laos (EDL)
3. Overall Goal: Sustainable development of Laos power sector is enhanced through improving EDL's management performance and financial status. The details of the indicators and targets will be determined based on the baseline survey and capacity assessment after the project start. The top targets are "improvement of business conditions" and "improvement of financial conditions".
4. Project Purpose: EDL's administration and management capacity is strengthened through developing organizational strategy and improving its management mechanism.
5. Project Outcomes
    1. Corporate Management Strategy: EDL's well-coordinated corporate strategy is developed.
    2. Organization: Management efficiencies are improved through streamlining organizational structures and operation processes in EDL.
    3. Human Resource Management: EDL's framework for human resource management and development is strengthened.
    4. Finance: EDL's analytical knowledge and skills in funding and tariff setting are enhanced.

JICA Expert Team for Improvement of Power Utility Management



Schedule

			2021				2022										2023												2024	
			9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2
		JCC																														
		WS																														
		Detaled implementation plan																														
		Monitoring Sheet																														
		Corporate Management Strategy																														
1.1		To review outline of the Balanced Score Card (BSC) for EDL drafted in the preparatory process, and study existing visions, missions and relevant operation/business/financial plans in EDL.																														
1.2		To study appropriateness of the structures and governance systems of EDL including GOL's regulatory frameworks and institutions, and EDL's subsidiaries.																														
1.3		To examine effectiveness of existing management frameworks such as ISO 9001 and propose improvement plan for quality management system.																														
1.4		To learn practical lessons from power utilities in other countries, such as Japan, about process of establishing the corporate strategies, their monitoring and implementation mechanisms, and PDCA cycles.																														
1.5		To learn how to develop corporate plans such as business plan, financial plan, human resource management and development plan, securing consistency with EDL's strategy.																														
1.6		To elaborate and finalize EDL's corporate strategy using strategic framework such as BSC, and develop / revise relevant plans described in 1.5.																														
1.7		To analyze and propose measures to strengthen institutional capacities for continuously improving performance of EDL, such as internal auditing system, disclosure mechanism, regulatory systems and so on.																														

Original schedule *

Current progress

Revising original schedule needs the extension of the period of the project. It could be considered later.

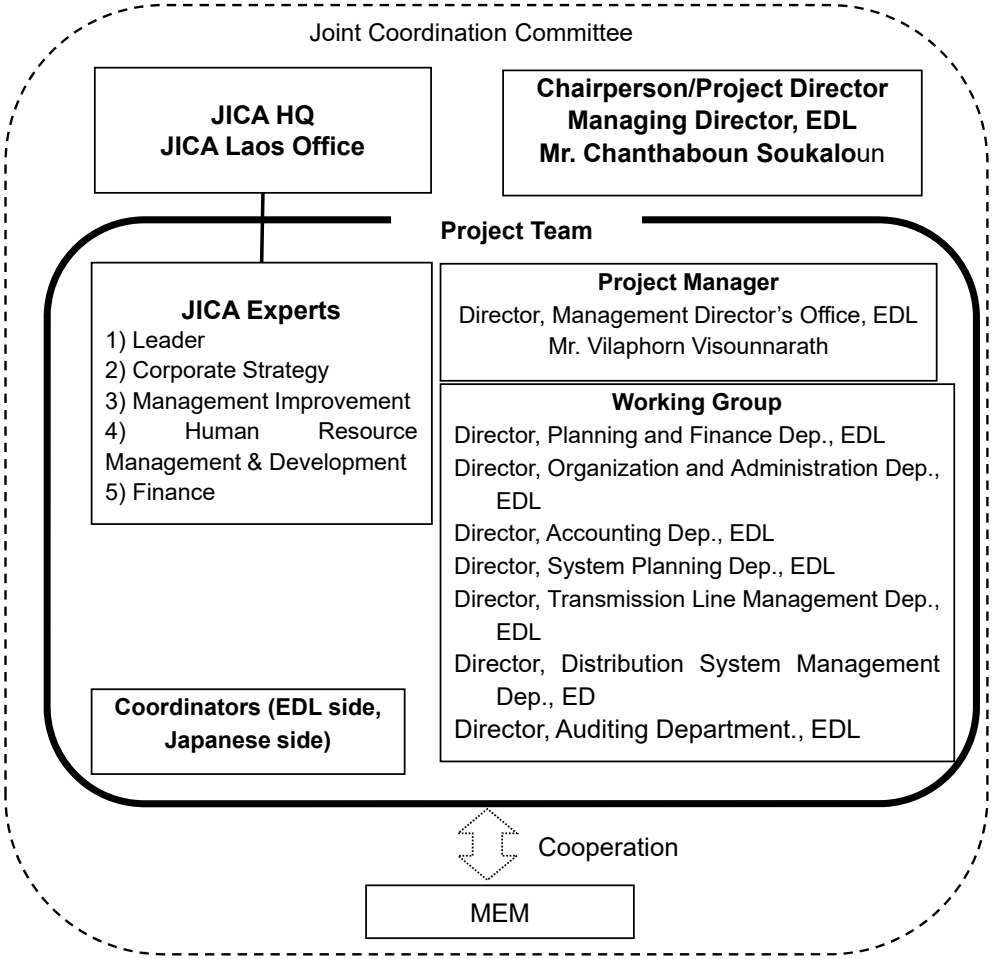
Schedule

			2021				2022												2023												2024	
			9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2
Organization																																
2.1	1	To learn analytical frameworks of management efficiency for power utility companies																														
2.1	2	Propose an organizational development plan for EDL, and select priority departments/fields such as power system planning, construction, operation and maintenance of power system.																														
2.2		To analyze job descriptions, actual work flows, practices and working references (Standard Operating Procedures: SOPs) such as manuals and guidelines in prioritized departments / fields identified in 2.1 in EDL, and propose guiding principles for efficiency improvement.																														
2.3		To propose detailed measures for improving management efficiency in prioritized departments utilizing practical tools such as "Kaizen" (meaning improvement) activities.																														
2.4		To implement PDCA cycle and revise measures proposed in 1.																														
Human Resource Management																																
3.1		To review human resource development plan and practices in EDL and identify priority needs in administrative and management areas.																														
3.2		To consider effective approaches and actions to be taken to improve the matters identified in 3.1.																														
3.3		To review the way EDL conducts personnel evaluation.																														
3.4		To learn other utility companies' cases of human resource development programs and personnel evaluation systems.																														
3.5		To develop HRMD plan to effectively support in achieving EDL's strategy.																														
3.6		To prepare training programs for priority themes in management, and ℃arry out training of trainers (TOT) through on/off-the job trainings.																														
3.7		To evaluate effectiveness of HRMD and make modifications.																														

Schedule

		Finance	
4.1		To analyze EDL's financial plan and management methods and practices.	
4.2		To learn good practices and lessons from other utility companies including Japanese utility companies' cases about efficient financing methods such as long-term borrowing,	
4.3		To study tariff structure including transaction mechanisms, and calculation methods taking into consideration restructuring of EDL and its new business model.	
4.4		To propose electricity products to be developed, and examine options for appropriate tariff structures to maximize EDL's potential and minimize its risks.	
4.5		To develop financial and tariff plan summarizing results of above works.	

Joint Coordination Committee (JCC)



Chairperson/Project Director	Managing Director (MD), EDL
Project Manager	Director, Managing Director's Office (MD Office), EDL
Working Group	Directors, Planning and Finance Department, Organization and Administration Department, Managing Director's Office, Accounting Department, Auditing Department

A sub-working group (Sub WG) will be established for each outcome.

Activities (Sub WG)	Department in charge (Group Leader)
Corporate Strategy	MD Office and Planning & Finance Dept.
Management Efficiency	Organization & Administration Dept. and MD Office
Human Resource Management & Development	Organization & Administration Dept. and MD Office
Finance	Planning & Finance Dept., Accounting Dept. and Auditing Dept.

Main Outputs

Corporate strategy (BSC formulation) Finance, Customers, Internal processes, HRD

Business Plan
Financial plan
Tariff plan

- Measures to strengthen capacity to implement regulatory systems
- Measures to improve operational efficiency in priority departments (utilization of methods)
- Leadership training (human resource management)

Organizational Development Plan
HRD Plan

- **Learn practical lessons from other power companies in Japan and other countries.**
- **Learn methods for developing corporate plans (business and financial plans, human resource development plans, etc.)**
- **Learn the analytical framework of management efficiency for electric power companies (organization)**
- **Learn real-life examples of human resource development plans and personnel evaluation systems of electric power companies in other countries**
- **Learn good practices and lessons from other utilities, including examples from Japanese utilities, on pricing, trading mechanisms, crisis management mechanisms, and efficient financing methods**

Improvement plan for quality management system

The "training textbook" and "manuals on various strategies and planning

Reporting documents

Name of deliverables	Submission Period
Work Plan	Late October, 2021
Monitoring Sheet / Progress Report	First session: Early March 2022 Second round: Early September 2022 3rd session: Early March 2023 4th session: Early September 2023
Project Completion Report (for external use)	March 1, 2024

EDL Vision and Mission

Vision and Mission of EDL

Vision

•!• Electricite du Laos (EDL) a strong state-owned enterprise which is accepted and trusted by all concerned parties as well as accomplishment of two main functions as follow:

- Highly pay attention and take responsibility to political duties and National socio-economic development plan that have been concretely formulated
- Efficiently and effectively process the business by aiming to construct the power industry as a main sector in developing socio-economic and making revenue for the Nation as well as encouraging other concerned sectors to be developed alongside with power sector in order to create jobs for Lao people and ethnic group Nationwide and provide reasonable electric price consumption for them.

Mission

- Become a main section for activating and encouraging to have production circuit, revenue increase and concrete domestic consumption.
- Reduce the foreign currency outflow caused by fuel import by using the potential of domestic power generation.
- Let all societies Nationwide to access quality power consumption with reasonable price in order to be able to make the product for competitive market.
- Get ready for power grid interconnection to neighboring countries and regional area by improving the stability and security of transmission/distribution system.
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EDL Challenges on Business

1. Technical and Quality of Electricity

- The PDP specification is not yet effective enough to be used in EDL's business policy plan.
- Almost power purchase agreements (PPA of EDL), Take or Pay contract, which can lead to financial problems.
- There is high investment in the construction of transmission lines and substations and there is a lack of markets for energy exports.
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- There is an obligation to pay back to the Banks.
- Loans from financial institutions Banks are high interest rates.
- The accounting system is not centralized and lacks effective management.

3. Administrative structure and personnel

- Targets are still unclear in the performance of duties for executives and staff.
- Lack of system for personnel management and personnel development.
- Lack of motivation in the Workplace.
- The allocation of staff is not yet in line with the responsibilities and professionalism.

We proceed based on this Vision and Mission, and Challenges

Consideration for the EDL's BSC (to be discussed later)

According to EDL's BSC.pdf, which was developed in the previous project, the strategy map under consideration is designed for a typical company. According to the EDL's BSC.pdf, the strategy map reviewed is designed for a typical company, with four perspectives and sequences: financial perspective, customer perspective, internal process perspective, and learning and growth perspective. On the other hand, a variant is often used in strategy maps for public companies, local governments, and non-profit organizations.

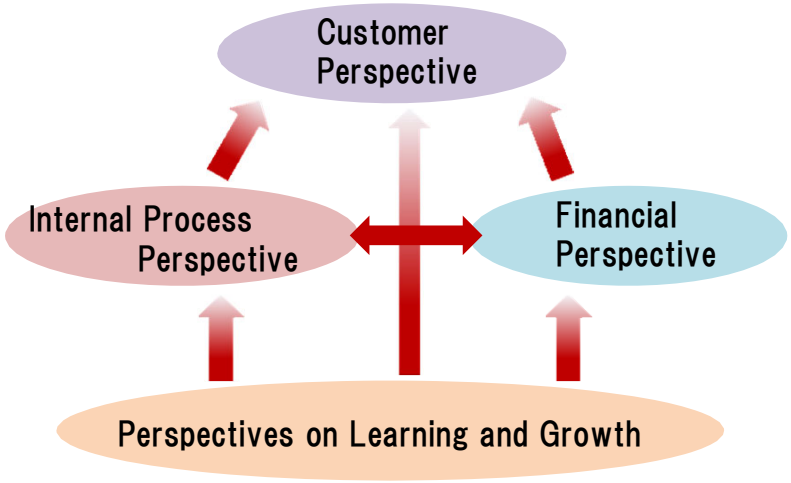
◆ Is the EDL viewpoint structure in BCS sufficient in general?

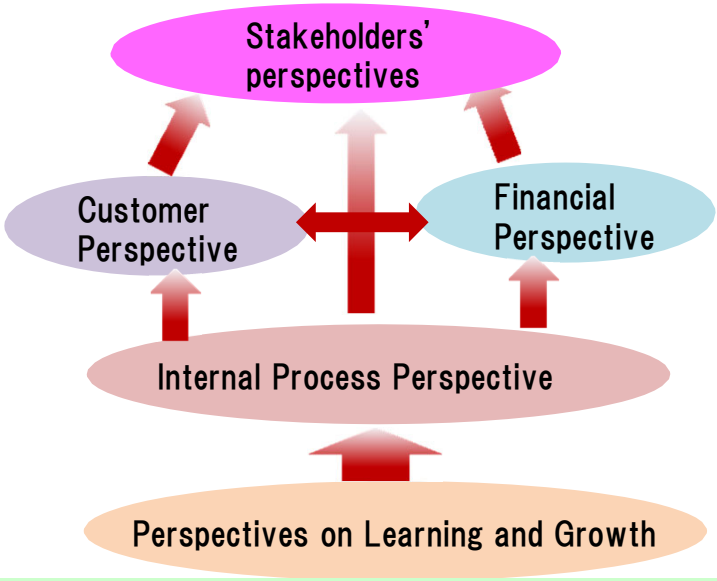
- The overarching goal of this project is to "promote the sustainable development of the electricity sector in Laos.
  - ➢ It is required to meet the intentions of governments and stakeholders.
  - ➢ Sustainable development needs to be embodied.
- Considering the background of this project, it is necessary to deal with two major themes
  - ➢ EDL's "Financial Improvement" and "Management Reform"
  - ➢ "Financial improvement" refers to the elimination of past liabilities and the improvement of future financial strength.
  - ➢ In "Management Transformation," we will focus on (business expansion: establishing the EDL brand), (organizational excellence), and (Human resource development)
  - ➢ These **five areas** are considered as the strategic themes (on the strategy map) of this project.

  (How to decide the strategic theme on the BSC will be discussed in the future.

Putting the customer's perspective at the top of the list (one idea)

Considering the fact that EDL is a government-owned utility company, it is suggested that the strategy map should include "customer perspective" or, as a variant, "stakeholder perspective" at the top. In this case, the strategy map might look like the following.





In the left figure, customers include "citizens (users)," "private companies," "neighboring countries (grid system)," "investment partners," "governments," and "the doners," while in the right figure, "governments" and "the doners" are considered separately as stakeholders.

It is necessary to review and restructure the BSC with this in mind. Targeting senior managers

The theme of human resource development will be to make people think about these issues by themselves in the training program (I imagine this in the propo).

Business Process Improvement Methods

- Business processes can be classified as top-down or bottom-up, depending on the department and the project to be handled, and improvement methods should be considered based on the characteristics of each business process
- The characteristics of methods such as "Kaizen," "QC (Quality Control)," and "TPM (Total Productive Maintenance)" should be carefully examined, and the selection should be made with the C/P's full understanding.
- the business improvement cycle

EDL Human Resource Development and Management

- Redundancy in work assignments and deteriorating operational efficiency

- The Human Resources Management Division aims to create new strategies to improve the operational efficiency of EDL staff and ensure that the organization improves its operational efficiency.
  - Formulate master plan/policy on human resource management (HRM) and human resource development (HRD)
  - Improve application of job analysis and clarify hiring criteria
  - Implementation of performance evaluation and setting of certain standards and indicators based on performance.
  - Building a better working environment and engagement within the organization
  - Improve TNA planning to provide appropriate training and development programs
  - Creating methodologies to efficiently create succession plans, career development paths, and talent pool plans
  - Creating a system for coaching and knowledge management
- The BSC framework will be also effective in visualizing its activities and sharing the path to the goal with stakeholders inside and outside the corporation.
  - From top management to senior management
    - scorecard-based departmental strategies and performance evaluation
  - setting of KPIs

Thank you!

添付資料 10　TEPCO の人財開発計画紹介資料

添付資料 10

Introduction of Human Resources Management at TEPCO

JICA Study Team

July 2022

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無断複製・転載禁止 東京電力ホールディングス株式会社

Outline of TEPCO (one of Japan's power utilities)

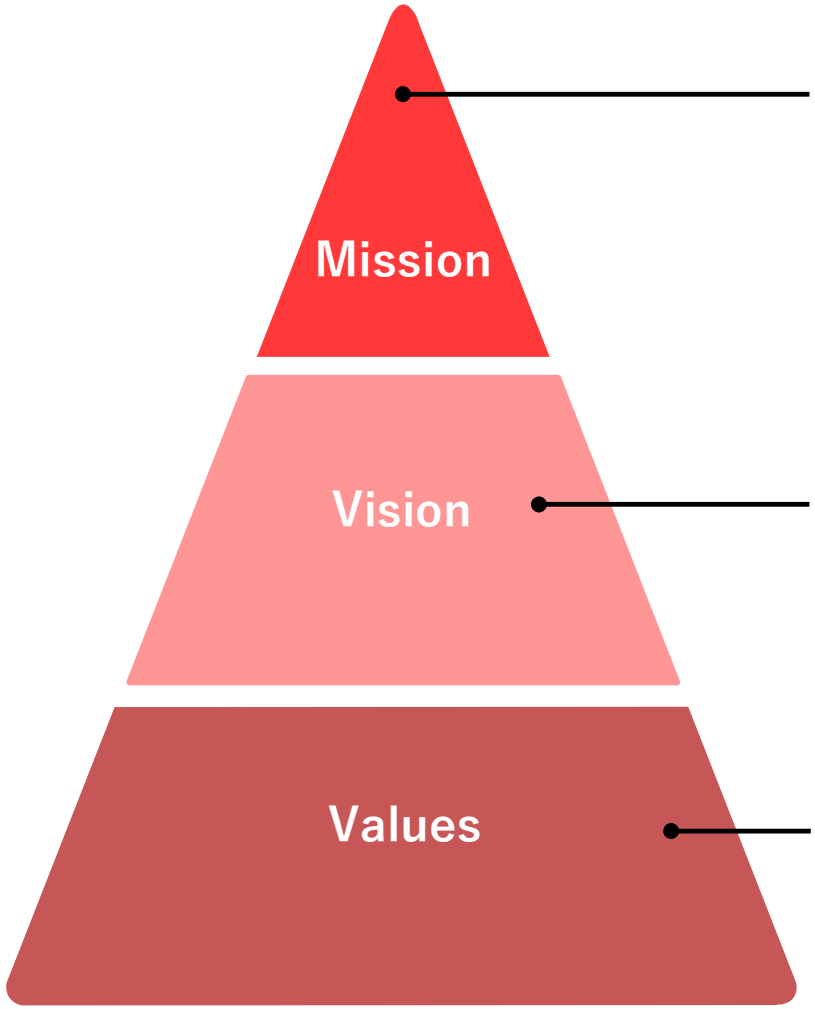


TEPCO overview (as of March 2020)

Established	May 1, 1951
Equity capital	1,400.9 billion yen
Operating revenues (consolidated)	6,241.4 billion yen (FY 2019)
Total assets (consolidated)	11,957.8 billion yen
Electricity sales (consolidated)	222.3 TWh (FY 2019)
Peak demand	64.3 GW (July 2001)
Number of employees (consolidated)	37,892

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Corporate Ethics and Compliance Policies



Mission

Develop the future of energy Deliver a comfortable life

We commit to fulfilling our responsibilities to Fukushima. We pursue expanding possibilities in the world of energy and deliver value beyond the expectations of individual customers.

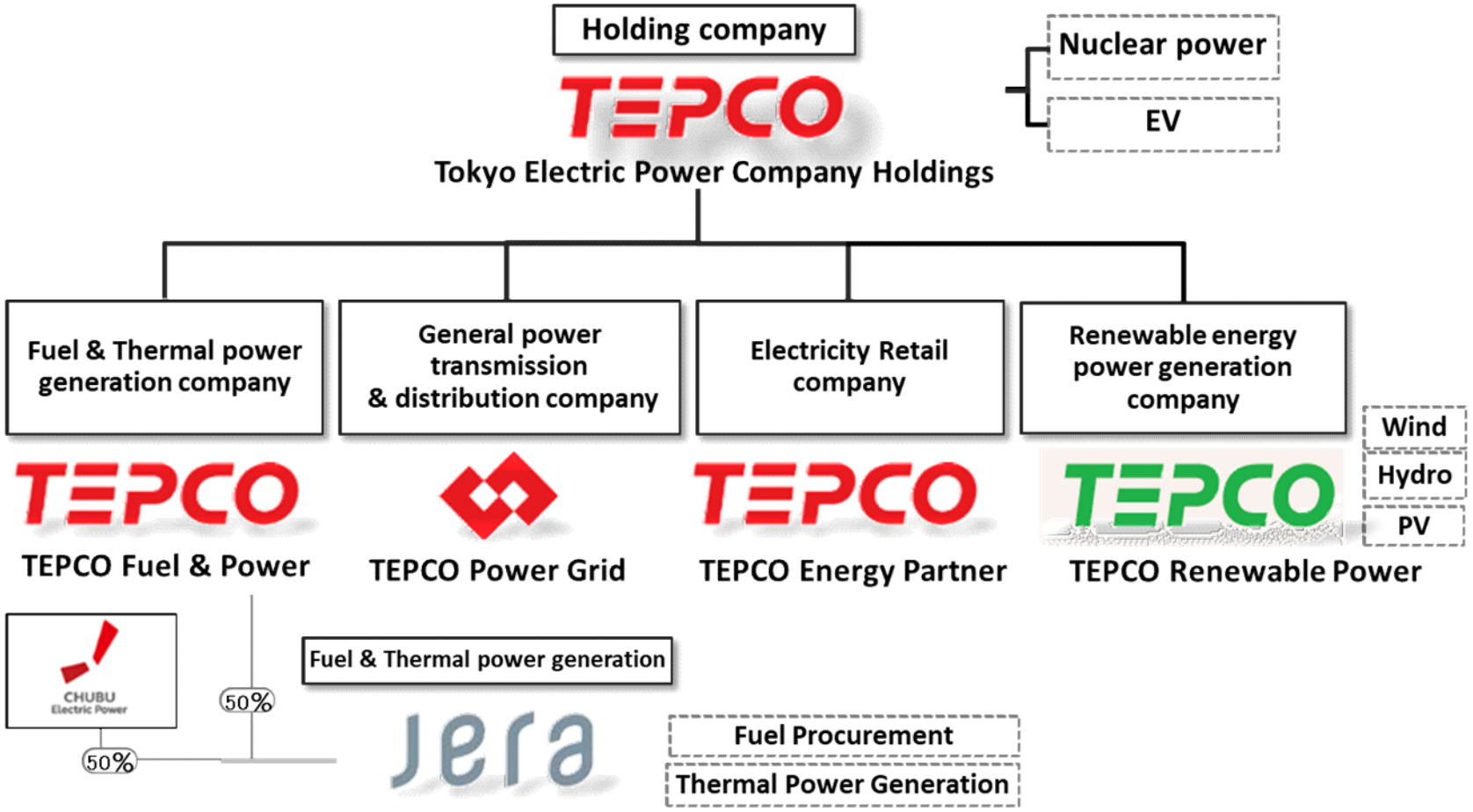
Vision

We strive to earn the trust of our customers and partners. We create value focusing on global carbon neutrality and regional disaster preparedness for a safe and sustainable society.

Values

- **Top priority on safety**
- **Customer-focused**
- **Fulfill our responsibilities**
- **Dare to innovate**

TEPCO Group Organizational Chart



【Some points on human resources management at TEPCO】



- There are personnel shifts among the above 5 group companies.
- There is no difference in working conditions among them.

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TEPCO's Ideals for Human Resources Management 4

We will create an environment where employees want to take on challenges, grow, and work.

Evolution of working style for each person



Environment to enable one's own working style

Transformation of work and working style

We aim to create an environment where we can create new ways of working, through ingenuity and trial and error, so that people can design their own way of working and improve work-life balance.

- Transformation using ICT
- Remote work (connect with anyone, anytime, anywhere)
- Behavioral reform for managers
- Flexibility of welfare system

Respect for each person

Environment to enable the expression of one's personality



Promotion of diversity

We aim to create an environment where each person can maximize their own abilities, and create flexible and useful new value through collaboration with colleagues who have different perspectives, abilities and experiences.

- Implementation of understanding training
- Implementation of awareness-raising events
- Promoting the active participation of diverse human resources
- Improving diversity brand by utilizing SNS and external websites

To Autonomous Professional Human Resources



Autonomy, passion, And diversity

Growth of each person



Environment to enable challenges & self-choice

Human resources strategy to accelerate effectiveness

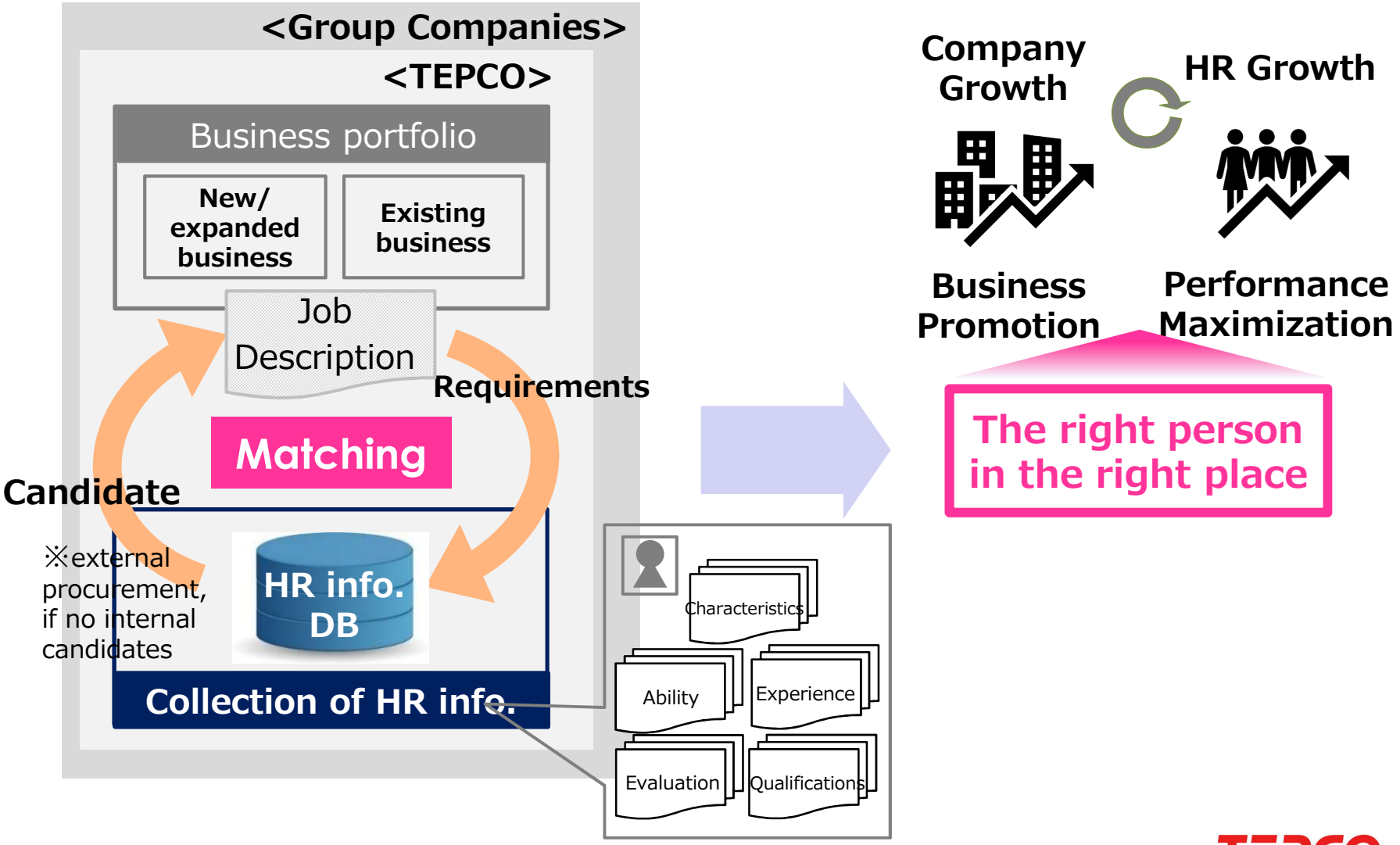
We aim to create an environment where each person can appropriately elicit challenges and the motivation to improve, nurture their own abilities and career, and grow by actively providing and supporting opportunities for challenges and choices in work and learning.

- The right person in the right place through talent management
- Double-track training program
- Flexible, appropriate evaluations and employee treatment in line with roles and achievements
- Expansion of recruitment, self-development and career design support

<Other basic activities>

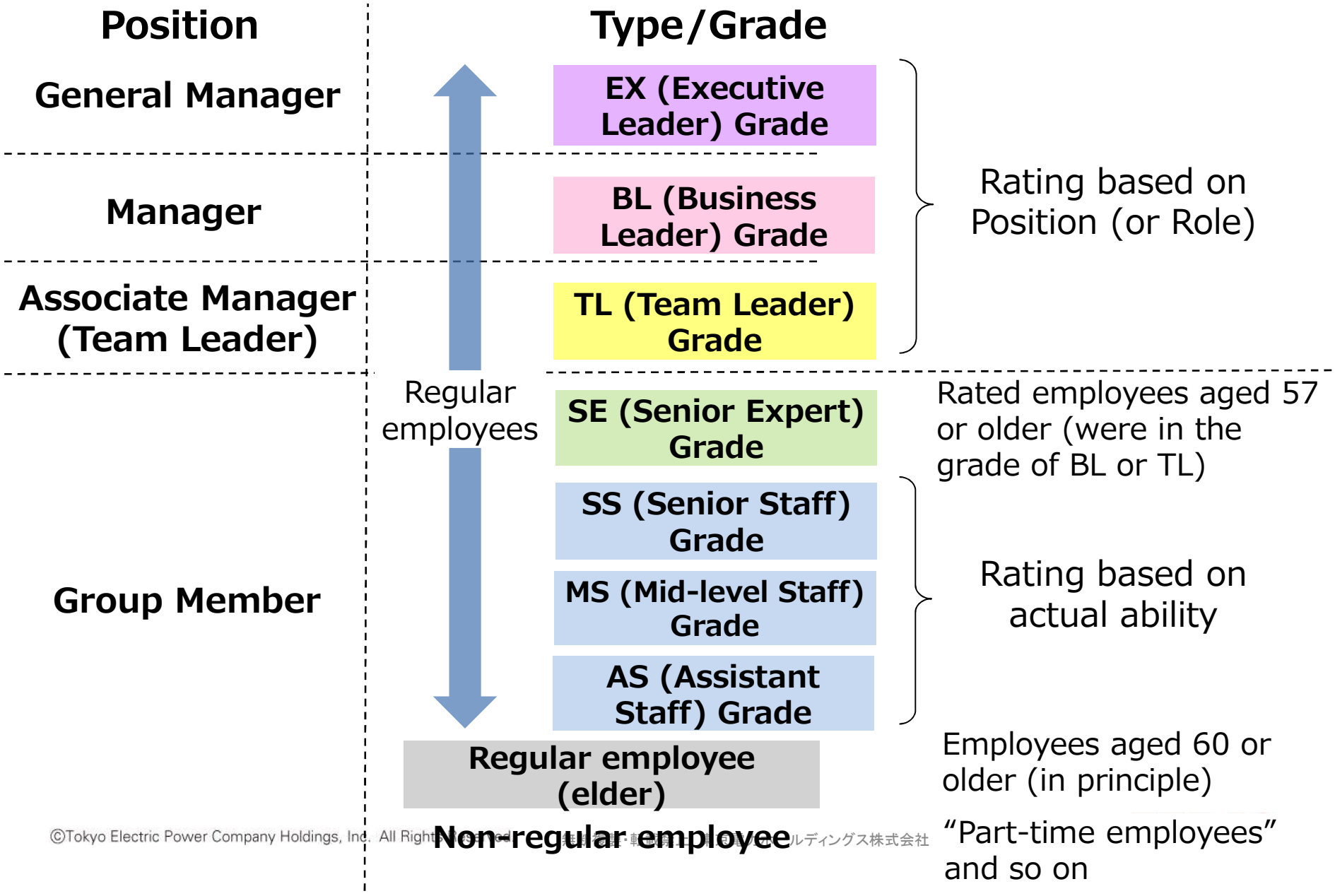
- Activities to improve happiness
- Activities for health management

Concept for Human Resources Management



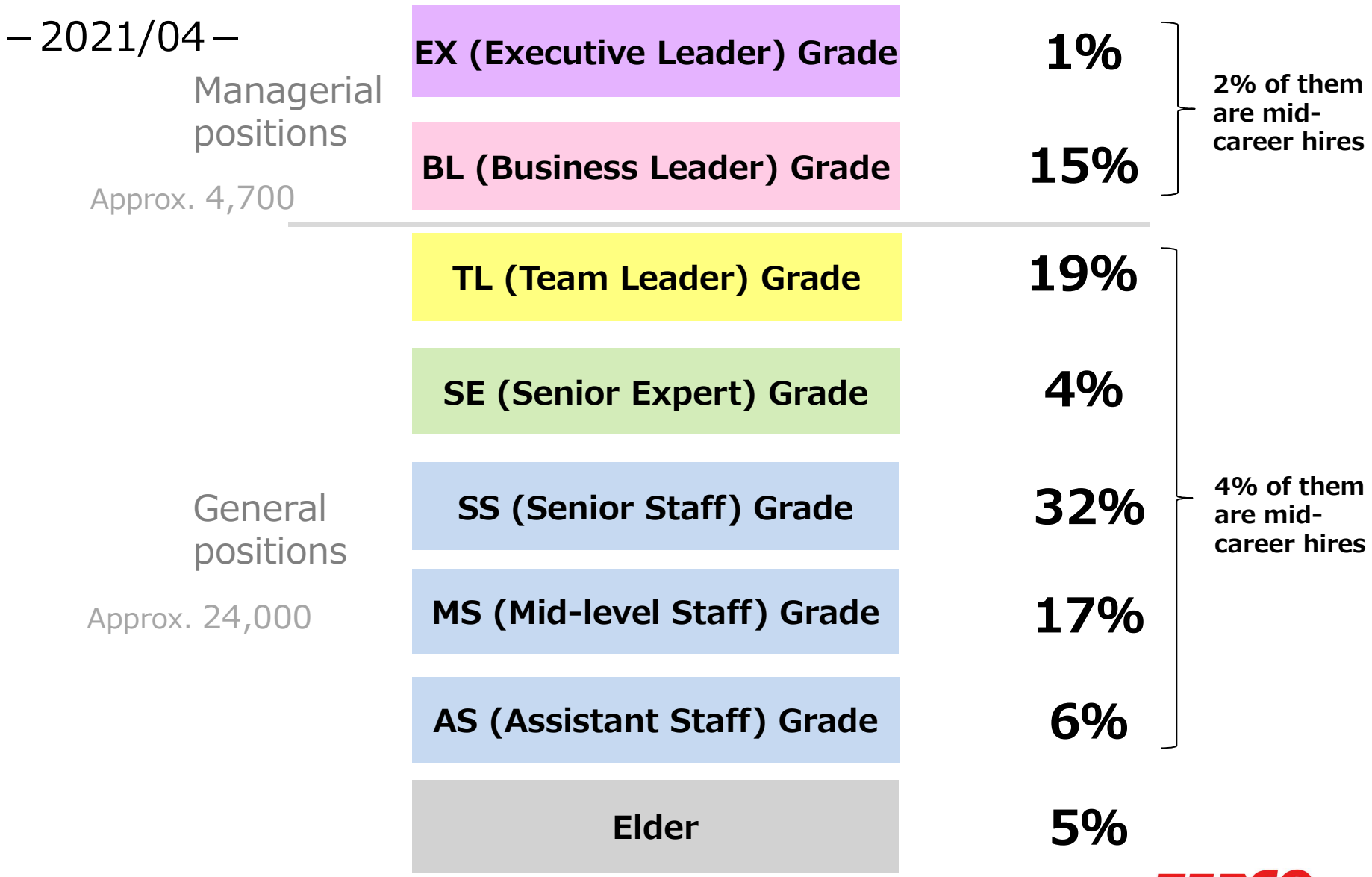
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Employee Grade Levels <Sample>



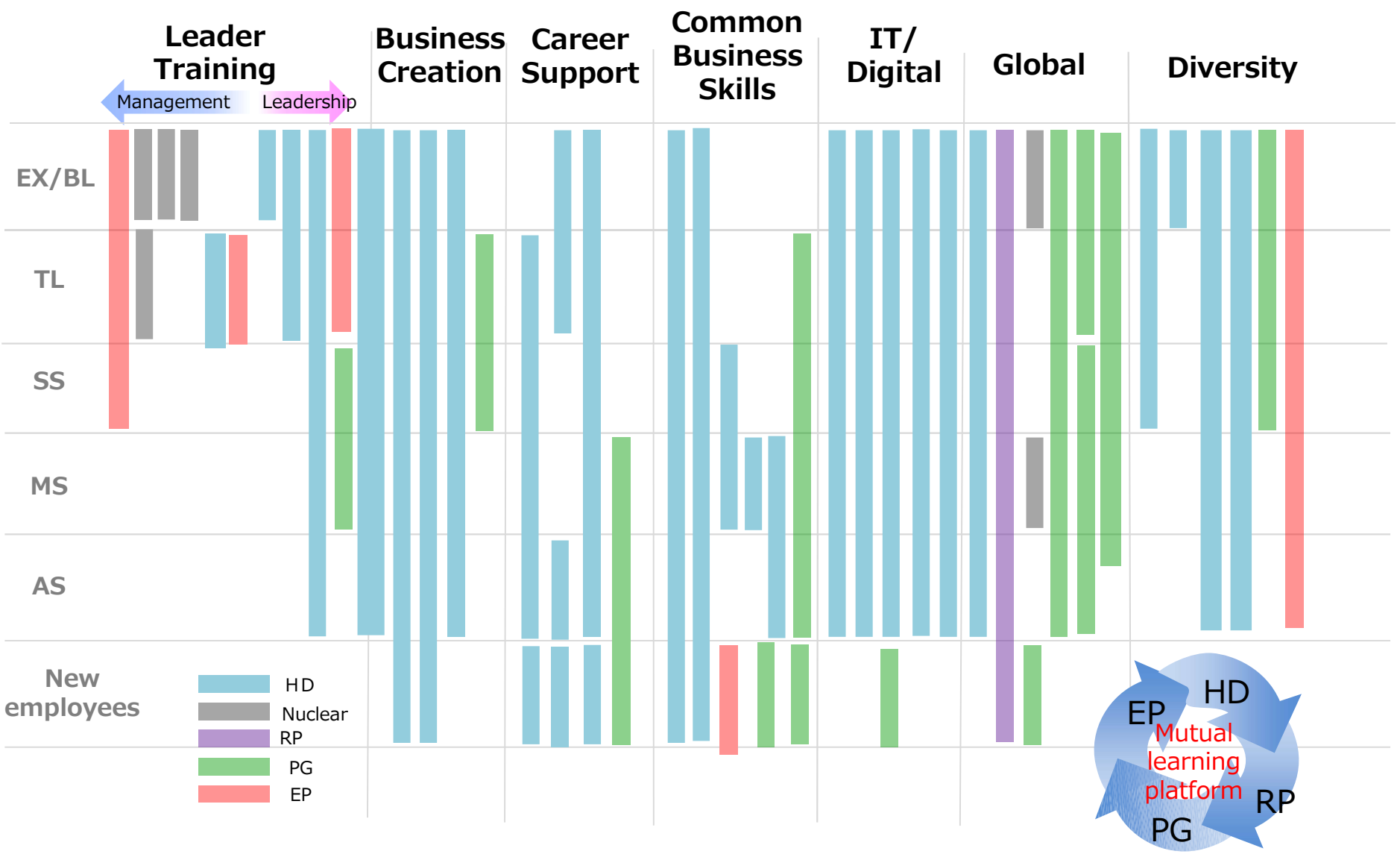
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Employee Grade Levels <Sample>



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Illustration of Off-JT

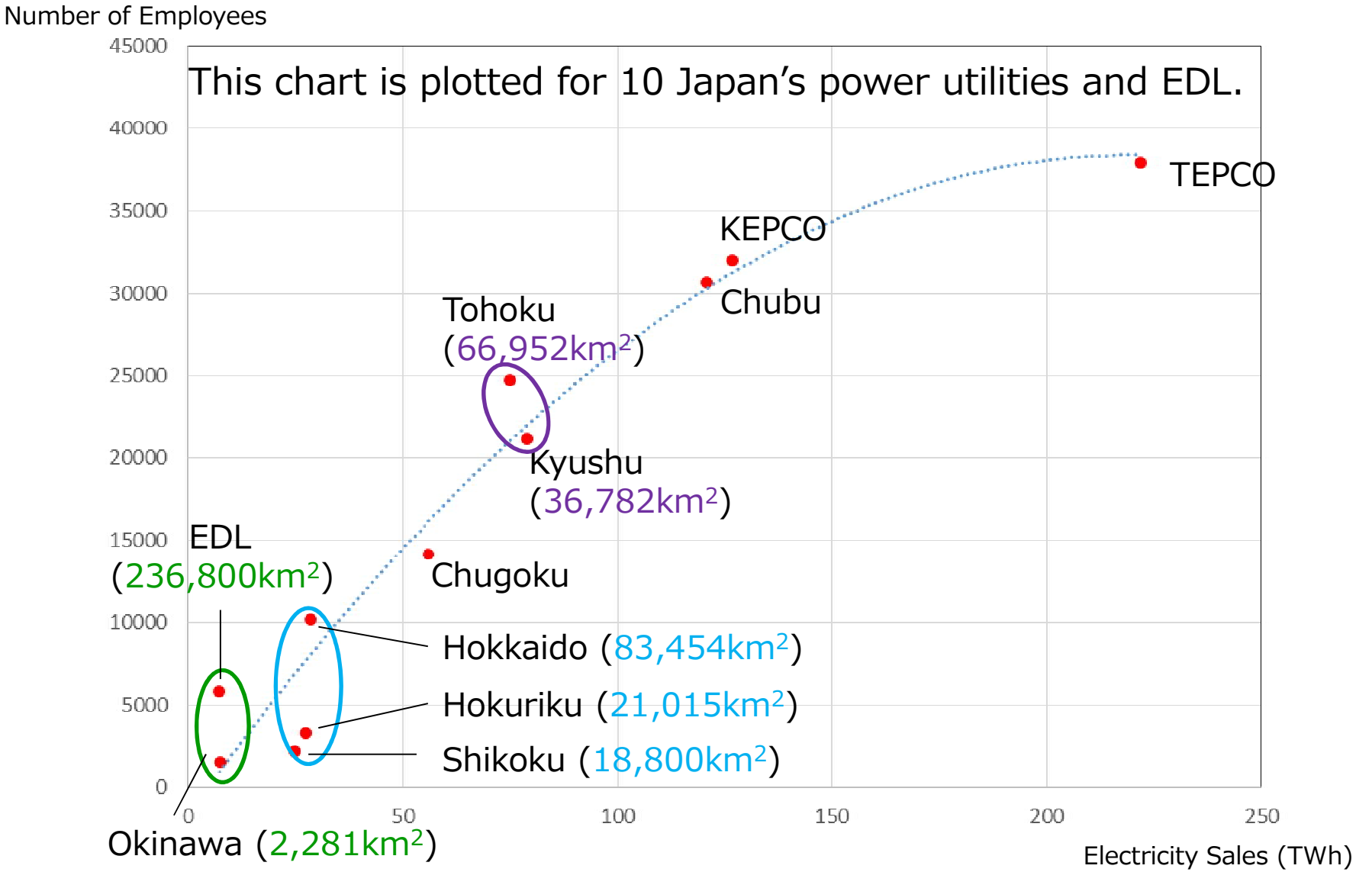


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Outline of Off-JT for New Employees

Introductory Training	➢ Building a foundation to become employees that create new value - Business management policy / accident at Fukushima nuclear power plant (accident situation, work toward reconstruction) / basics of work, business etiquette (including service etiquette training) / corporate ethics, intellectual property, holdings, behavior regulation, PC operation / information handling / human rights awareness, service discipline & working conditions, corporate pension, deposits / savings / OSC, mental health, safety education / aptitude tests, etc. / "ability to earn" curriculum / communication / improvement of independence ➢ Responsibilities for reconstruction of Fukushima - Fukushima Daiichi Nuclear Power Station Tour, etc.	For all new employees
Career Support for each department	➢ Opportunities to consider one's future career - Explanation of business outline, career path, etc. for each organization/department	For 1st year employees in admini-strative fields
Interview	➢ Creating opportunities to recognize career development, motivation, and motivation for growth, and understanding character and aptitude - Interview by the personnel department	
Electric Power Theory Training	➢ Creating opportunities to learn specific knowledge/skills as an electrical engineer while linking electric power theory and actual work, and aiming to acquire a related national qualification - Outline of power network and power equipment / electric power theory / economic evaluation method for electric power equipment / latest research (drone demo, AI lecture, etc.) / overseas business /	For employees in technical fields

Correlation Chart between Electricity Sales and Number of Employees



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添付資料 11　BSC に関する確認講義資料

添付資料 11

Balanced Scorecard

Implement of BSC and Strategy Map

Major changes in the competitive environment

The business environment surrounding companies is changing dramatically, and the biggest challenge in corporate management is how to respond to these changes. In order to reflect various management factors in the most important issues of a company, it is essential to manage complex causal relationships and long-term chains.

- Difficult to handle with traditional departmental management methods
- Need a framework that covers from the high-level strategic level to the front-line operational level
- Requires a broad, generic approach

BSC: Balanced Scorecard

By planning, evaluating, and managing business performance with multifaceted indicators
“Strategic tool" to effectively promote vision and strategy

Performance Evaluation Methods at Their Limits

How a company's performance is viewed varies from company to company. If performance is defined solely in terms of financial indicators, how is the performance of indirect departments evaluated? Performance targets that are only qualitative shout-outs are nothing more than an escape route in performance evaluation.

- Problems with performance evaluation based solely on financial performance
  - Dissatisfaction with unreasonable financial performance indicators.
  - Financial performance is the result of efforts from the past to the present.
- Ambiguity created by qualitative goals
  - Lack of training in quantitative goal statements
  - Escape route as a buffer for end-of-term evaluation



View a business performance from multiple perspectives,
Recognize the results of non-financial initiatives as “business performance,” and management

BSC is a comprehensive corporate health checkup

BSC is like a kind of "fitness diagnosis“. Various numerical values, reflecting the progress to date, are scientifically ascertained through blood tests, physical fitness measurements, and instrumental observations, and related to daily lifestyle, dietary status, and physical activity to make a comprehensive judgment.

- Being told, "Lose weight and drop your body fat percentage," doesn't lead to concrete action.

- "Here are some specific goals: work on your abs, limit your diet to 2,000 kcal, and walk 7,000 steps every day." This will lead to action.

Lack of balance among the various perspectives makes it unhealthy.
By balancing and improving the various perspectives that reflect on our health, we can regain our health.

Why "balance" and "scorecard"?

The BSC consists of a "balance" and a "scorecard". What do "balance" and "scorecard" mean? It can be said to be a framework for performance evaluation that takes a broad and multifaceted view of the subject of performance management and summarizes the structure and progress of performance in a tabular format, while maintaining balance, to provide an overall perspective.

- Balancing "Short-term financial performance" and "Medium- to long-term financial performance".
  - Optimizing the balance across the time horizon from past to present to future
- Balance among different stakeholders
  - Shareholders, customers, suppliers, partners, employees, etc.
- Balance between "financial indicators" and "non-financial indicators
  - Capable of managing the performance of divisions for which it is difficult to directly measure financial performance
- Balance between organizations
  - Breakdown and adjustment to subordinate and functional organizations
  - Only when all organizations under the jurisdiction have achieved their goals, the goals of the business organization are achieved.

Evolution of BSC

Kaplan and Norton first proposed the BSC as a performance appraisal system because of doubts about the financial bias of performance appraisals.

1st Generation	2nd Generation	3rd generation

Financially biased performance evaluation indicators alone cannot induce correct organizational behavior over the medium to long term.

Corporate Vision and Four Perspectives

performance evaluation system

Performance Evaluation
Strategic Breakdown
Strategic Objectives
Leading Indicators, Result Indicators
Key Performance Indicators (KPI)
Performance-based compensation

Organizational Learning
Operational Identification and resolution of issues
Feedback for next year's plan
Accumulation of organizational knowledge
Large PDCA cycle

management system

A large PDCA cycle with BSC at its core will establish a strategic and effective management system.

4 Stages of Management Cycle Introduction

Organizational Change Framework

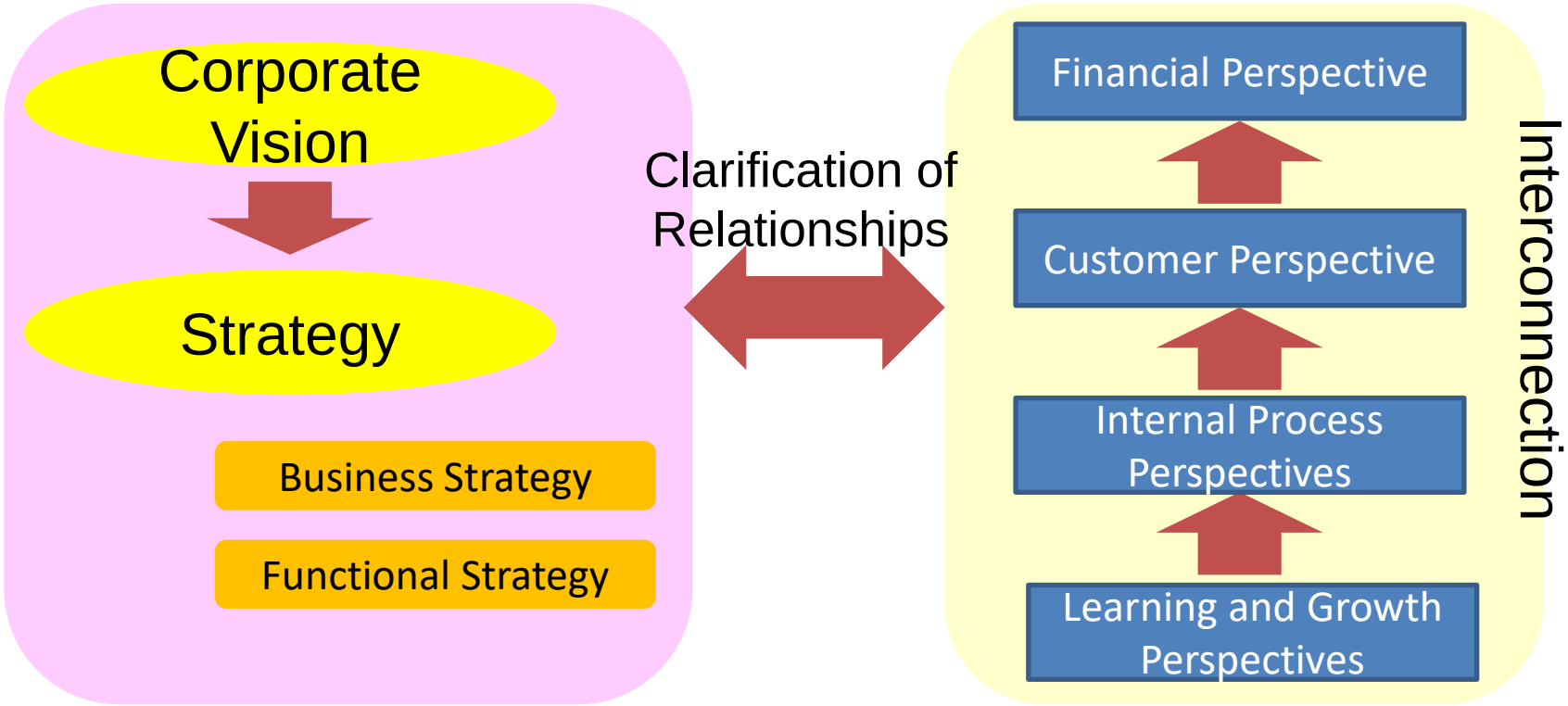
Steps for Organizational Change
Strategy Map
Strategy Patterns, Streams
Strategy communication
Integration with budget and workforce planning
Organizational Culture Change

It serves as a framework for transforming the organization to a more strategy-oriented and strategy-focused state.

5 Principles of Change toward a Strategy-Oriented Organization

1st BSC as a performance evaluation system

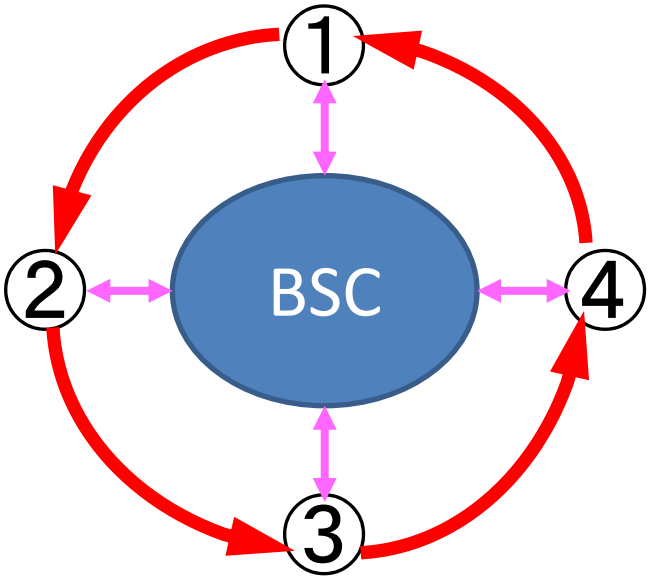
BSC was first proposed as a multifaceted performance evaluation system. It explains the importance of simultaneously managing non-financial indicators in addition to financial indicators for more correct organizational behavior. To this end, it breaks down corporate vision and strategy into four perspectives and attempts to clarify the relationship between each perspective and vision/strategy.



4 Perspectives

2nd BSC as a Management System

BSC has been shown to be a more strategic and effective management system. First, a long-term strategy is clearly stated and developed into specific goals and actions for each organization. These goals are shared within the organization and linked to performance evaluations and rewards, thereby integrating goals and budgets and establishing a process of organizational learning and feedback at the end of the term.



◆ 4 Stages of Management System

① Clarify the vision and strategy and replace them with easy-to-understand language
- Vision: Clarify the timeframe and the outcome
- Strategy: target segments, stance on value-added offerings

② Linkage with communication
- Set manageable performance goals for each organization
- Link performance evaluation results to compensation

③ Strategy planning and target setting
- Develop numerical targets and action plans

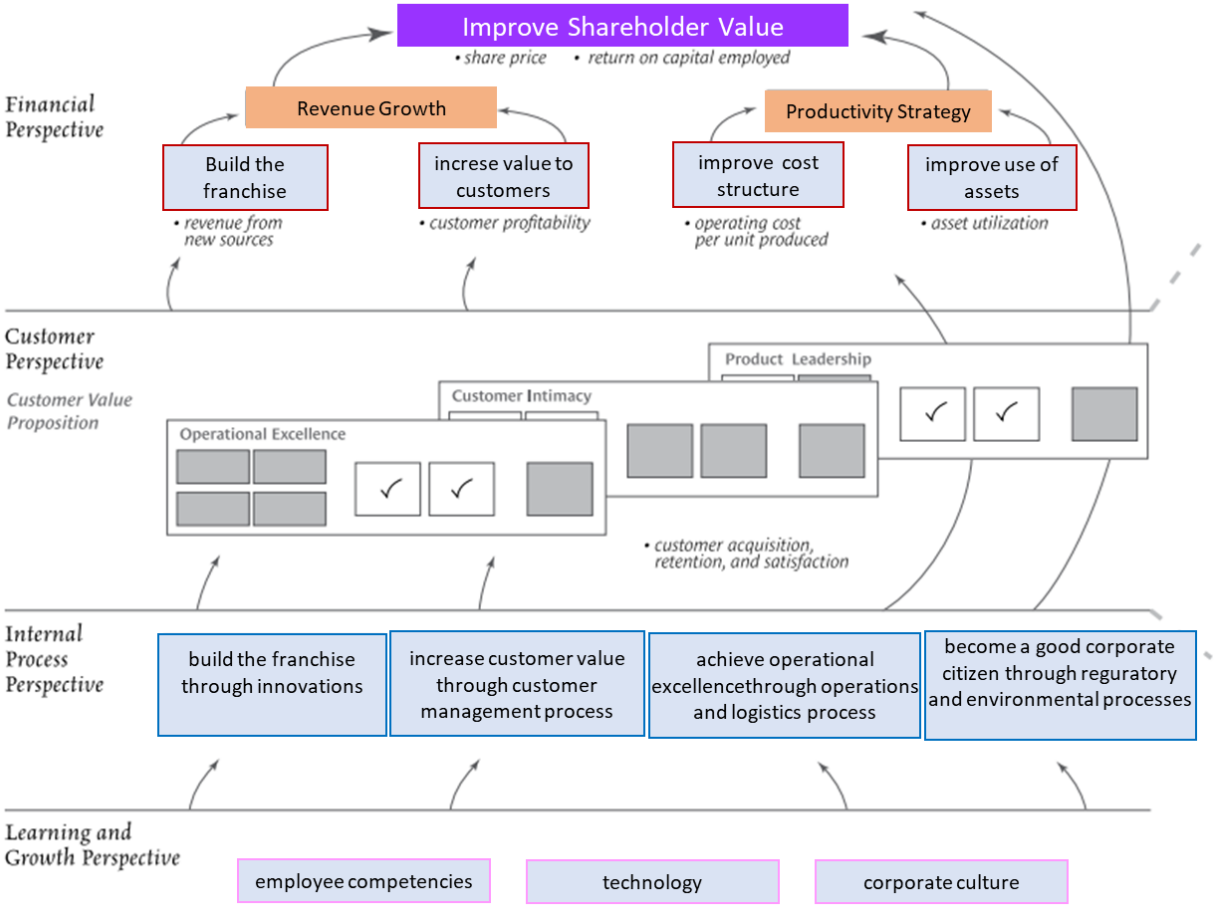
④ Strategic feedback and learning
- Regular gap analysis between numerical targets and actual

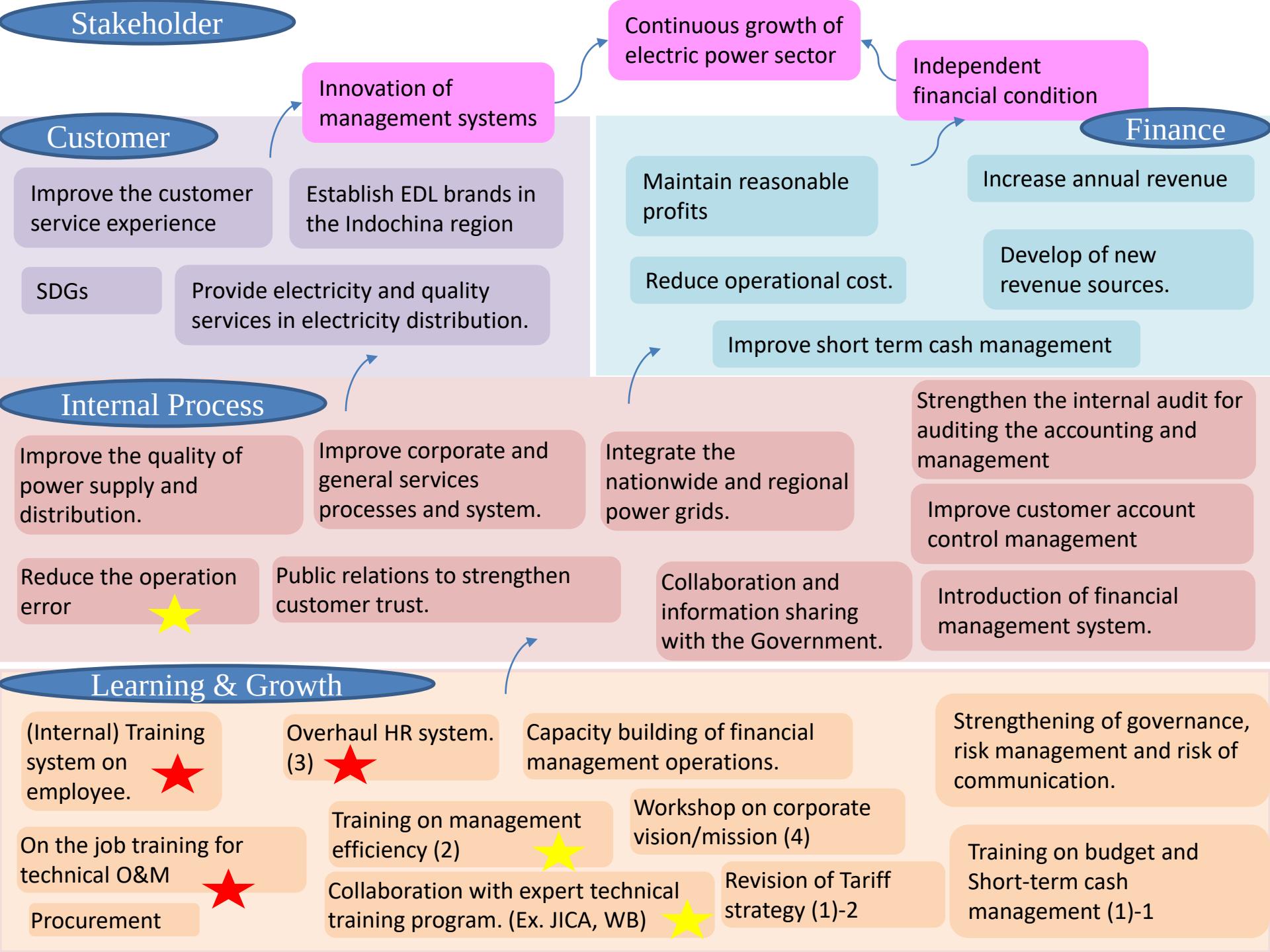
3rd BSC as an Organizational Change Frame

- Five Principles for a Strategy-Oriented Organization
  - ① Transform strategy into actionable operational metrics
    - Visualize the big picture with a strategy map
  - ② Align the vector of each department and organization toward strategy execution
    - Expand BSC at the business unit level to the organization's lower levels and horizontally
  - ③ Make the strategy "routine" for all employees
    - Communicate with employees to ensure that they understand the strategy and are trained in the necessary skills and knowledge.
    - Link performance evaluation results to employee compensation
  - ④ Make the strategy a continuous process
    - Integrate strategy/BSC/budget/operations to root BSC
  - ⑤ Top management leadership to initiate change
    - Motivate and drive reform
    - Governance
    - Complete the strategic management system

Strategy Map

The strategy map is a tool for communicating the strategy and its implementation process, and a system for supporting execution It is a map that shows how an organization transforms corporate goals and resources into tangible results.




Stakeholder
Continuous growth of electric power sector
Independent financial condition
Innovation of management systems
Customer
Finance
Improve the customer service experience
Establish EDL brands in the Indochina region
Maintain reasonable profits
Increase annual revenue
SDGs
Provide electricity and quality services in electricity distribution.
Reduce operational cost.
Develop of new revenue sources.
Improve short term cash management
Internal Process
Improve the quality of power supply and distribution.
Improve corporate and general services processes and system.
Integrate the nationwide and regional power grids.
Strengthen the internal audit for auditing the accounting and management
Improve customer account control management
Reduce the operation error
Public relations to strengthen customer trust.
Collaboration and information sharing with the Government.
Introduction of financial management system.
Learning & Growth
(Internal) Training system on employee.
Overhaul HR system. (3)
Capacity building of financial management operations.
Strengthening of governance, risk management and risk of communication.
Training on management efficiency (2)
Workshop on corporate vision/mission (4)
On the job training for technical O&M
Collaboration with expert technical training program. (Ex. JICA, WB)
Revision of Tariff strategy (1)-2
Training on budget and Short-term cash management (1)-1
Procurement

Why a "strategic map"?

In the information society, intangible assets have become a source of competitive advantage, but there were no rules to clearly describe their actual status and the value they create. The BSC was created to understand what kind of value an organization creates, and a strategy map is a visual representation of this.

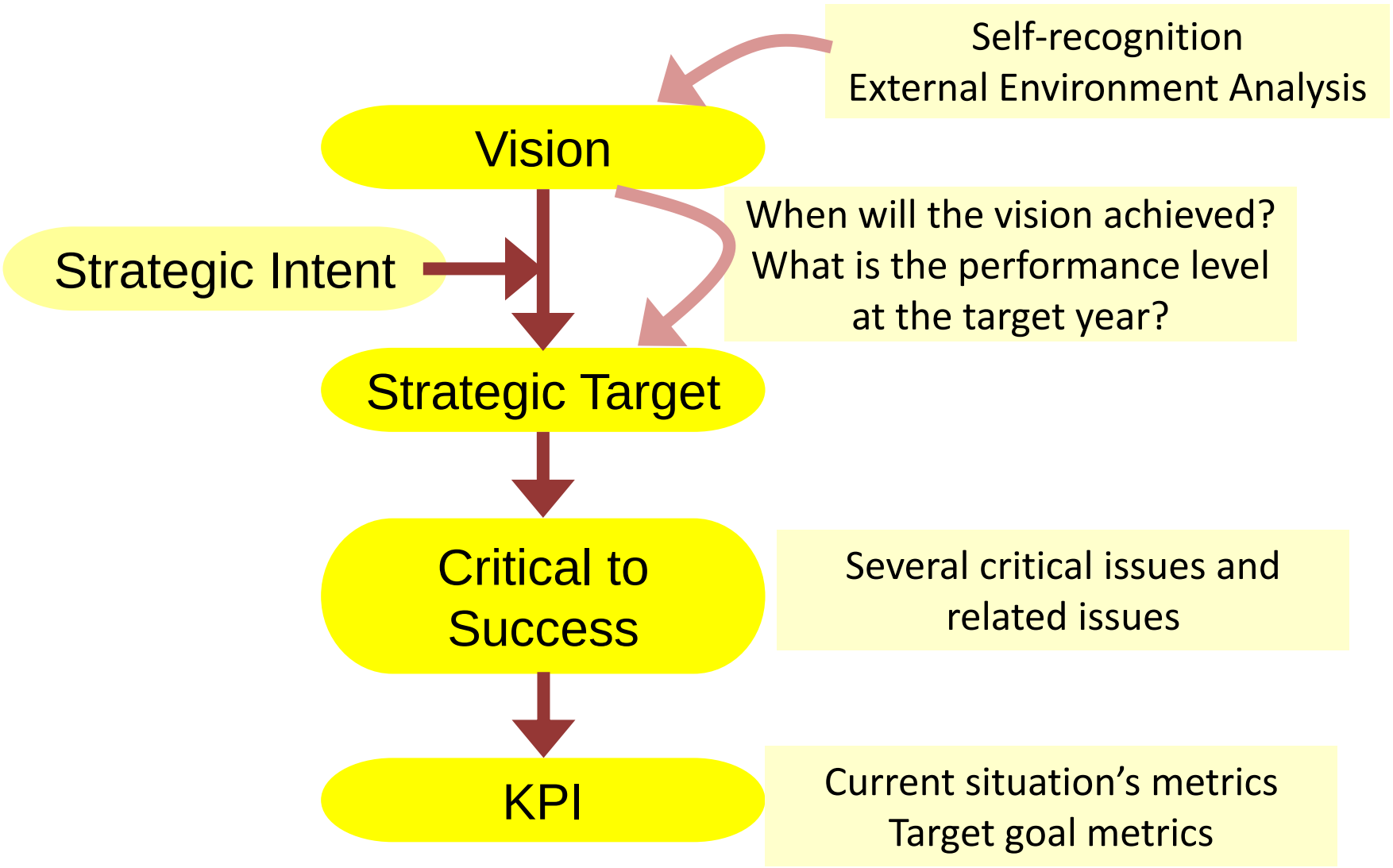
- The Strategy Map provides a roadmap for an organization to develop a plan to connect its various assets to desired outcomes.
- The map shows the relationship between the indicators measured from the four perspectives of the BSC and provides a bird's-eye view of how they lead to the final goal.
- The strategy map can be clearly described in general terms and illustrated in an easy-to-understand manner.

BSC implementation approach

BSC has evolved through the first, second, and third generations, but it is not necessary for a company that is about to introduce BSC to follow the evolutionary process.

- Introducing a Generation Step-by-Step
  - How to raise the level of management by following the steps of generations
  - Once BSC is established, the level of management is considerably increased
  - From the management's perspective, the risk of reform is limited to some extent
- Start with the introduction of a "strategy map
  - The starting point is to understand the concept of strategy by visualizing the existing strategy using a strategy map and repeating communication.
  - Next, BSC is developed as a first- and second-generation business management system.

Implementation Process in EDL



Mission/Vision of EDL

Vision :

- Electricite du Laos (EDL) a strong state-owned enterprise which is accepted and trusted by all concerned parties as well as accomplishment of two main functions as follow:
  - Highly pay attention and take responsibility to political duties and National socio-economic development plan that have been concretely formulated
  - Efficiently and effectively process the business by aiming to construct the power industry as a main sector in developing socio-economic and making revenue for the Nation as well as encouraging other concerned sectors to be developed alongside with power sector in order to create jobs for Lao peopl
    provide reasonable electric price consumption for th

Mission :

- Become a main section for activating and encour
  revenue increase and concrete domestic consumption
- Reduce the foreign currency outflow caused by fuel import by using the potential of domestic power generation.
- Let all societies Nationwide to access quality power
  in order to be able to make the product for competiti
- Get ready for power grid interconnection to neighbo
  improving the stability and security of transmission/
- Reform the business process model in order to rebuild the trust of customers, domestic consumers and foreign investment.

How much does the foreign currency outflow now?
How much will it be reduced at the target year?

How will you conclude "We are ready to go!"
When and who will make decision?

Ensure that management goals are understood

In order to maximize the effectiveness of the BSC, the entire organization, from upper management to all employees, must have a clear understanding of what is described in the BSC (= corporate strategy).

- The initial implementation phase of the BSC will be up to an organizational hierarchy with certain responsibilities and authority.
  - Senior management post hierarchy
- The problem arises after the deployment to the lower management (section) level.
  - The planning department (dedicated BSC unit) continues to be the only entity to deploy BSC
  - Eliminate jargon that senior management likes to use or use simplified materials to educate and communicate.
- Organizational Evaluation and Organization Head Evaluation
  - Performance" handled by BSC is "organizational performance
  - Evaluation of organizational performance is the first priority.
  - Performance of the head of the organization" ≒ "organizational performance

Commitment of top management

Top management commitment is essential for management and organizational transformation. Middle management must take the initiative in the reform process and involve top management. It is also important to visualize internally that the company is transforming itself under the commitment of top management.

Understanding the big picture of business management issues

↓

Formation of cross-functional teams

↓

Incorporation of strategies into the BSC

↓

Design linkage between compensation and performance evaluation

↓

Capture and lateral development of successful experiences

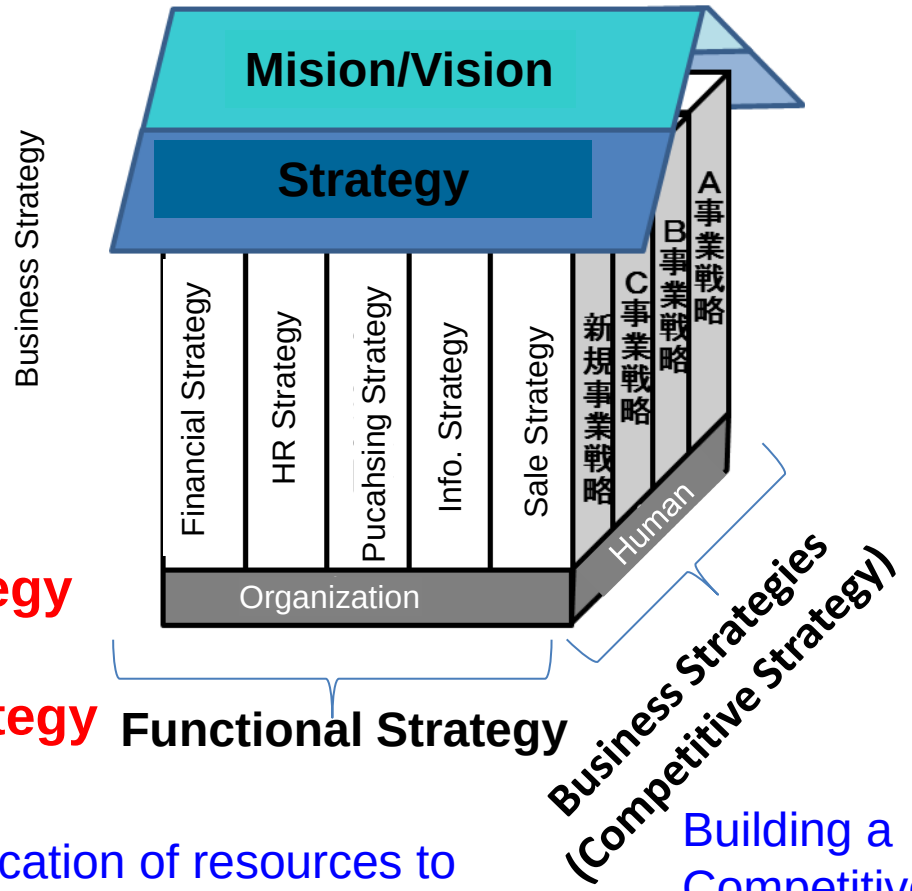
- Clarify the purpose of BSC implementation
- Linking the BSC with management by objectives
- Ensure top management commitment
- Performance evaluations are reflected in compensation
- Conduct tests in the preceding sections and clarify the effectiveness and issues based on the results.

House of Strategy

Domain determination and resource allocation

For manufacturers
Business strategy is the pillar of the house,
Functional strategy is a wall





A company without a business strategy is same as a house without pillars.
Companies without a functional strategy is same with the barnyard of which living room is exposed to rain and wind blow.

Allocation of resources to individual functions and relationships between organizations

Building a Competitive Advantage

BSC and Strategy Map

Mutual Confirmation regarding of BSC and Strategy Map

WBA：A. Kamata

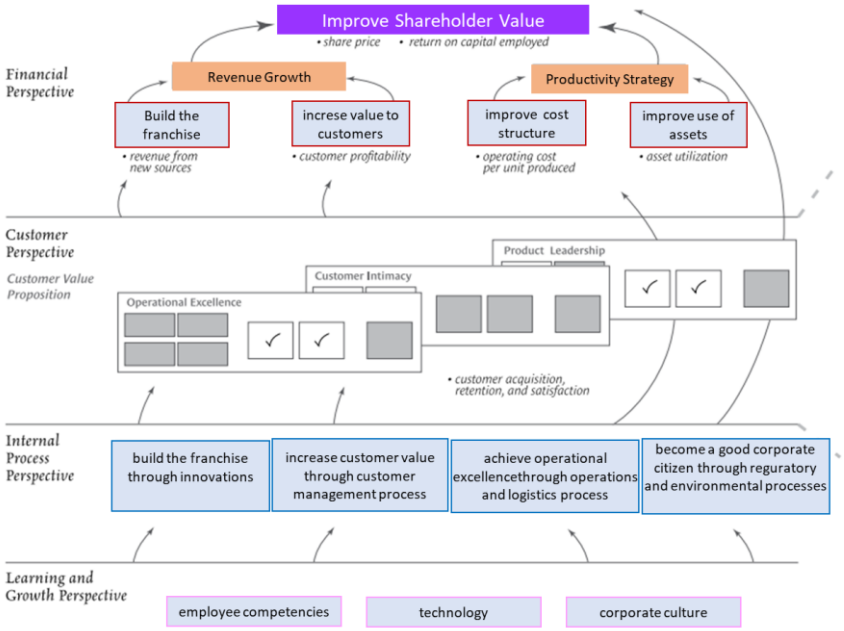
Communicate the strategic intent and how to implement it

Organizations need tools for communicating both their strategy and the processes and systems that will help them implement that strategy. Strategic Maps show how an organization plans to convert its various assets int desired outcomes

- Strategy Map gives employees a clear line of sight :
  - How the jobs are linked to the overall objective of organization
  - Enabling them to work in a coordinated
  - Collaborative fashion toward the company's desired goals
  - Providing a visual representation of a company's critical objectives and the crucial relationships among them
- Strategy Map can depict any objectives:
  - Revenue growth, promising target customer markets, value propositions, key roll of innovation, ecvellence I products, services and processes, and investments required
- Strategy Map shows the cause-and-effect links
- Strategy Map shows how an organization will convert its initiatives and resources into tangible outcomes

Why Strategy Maps?

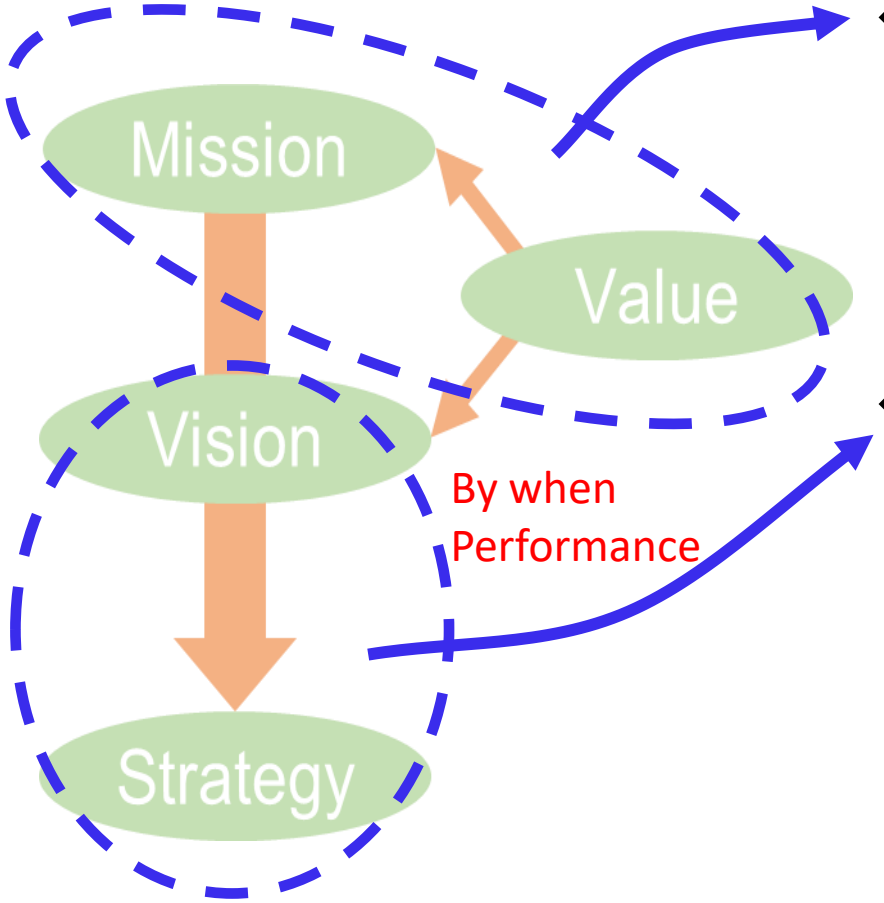
In the information society, business must increasingly create and deploy intangible assets. Even though intangible assets have become major sources of competitive advantage, no tool s existed to describe them and the value. The value does not reside in any individual intangible asset. It arises from the entire set of assets and the strategy that links them together.



- ◆ Balanced Scorecard was developed
  - Measures a company's performance from four major perspectives: Financial, customer, internal process, and learning and growth
- ◆ Strategy Map
  - Describe and illustrate its objectives, initiatives and targets
  - Measure used to assess its performance
  - Linkage that are the foundation for strategic direction

Practical application of Strategy Map

The best way to build strategy maps is from the top down, starting with the destination and then charting the routes that will lead there.



- Corporate executives should first review their mission statement and their core values.
  - Why their company exists and what it believes in.
- Managers can develop a strategic vision, or what the company wants to become.
  - The vision should create a clear picture of the company's overall goal.
  - A strategy must then define the logic of how to arrive at that destination.

Financial Perspective

Building a strategy map typically starts with a financial strategy for increasing shareholder value. Companies have two basic levers for their financial strategy; revenue growth and productivity.

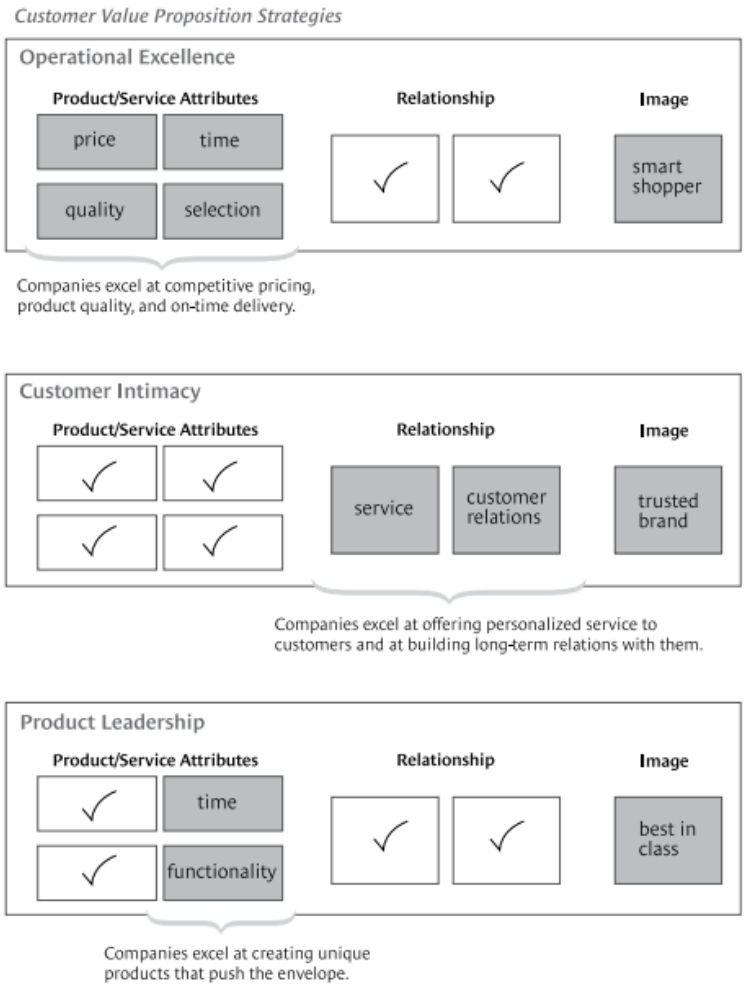
- ◆ Revenue growth
  - Build the franchise with revenue from new markets, new products
  - Increase value to existing customers by deepening relationships
- ◆ Productivity strategy
  - Improve the company's cost structure by reducing direct and indirect expenses
  - Use assets more efficiently by reducing the working and fixed capital

The productivity strategy yields results sooner than the growth strategy.

Strategy map is to highlight the opportunities for enhancing financial performance .

Customer Perspective

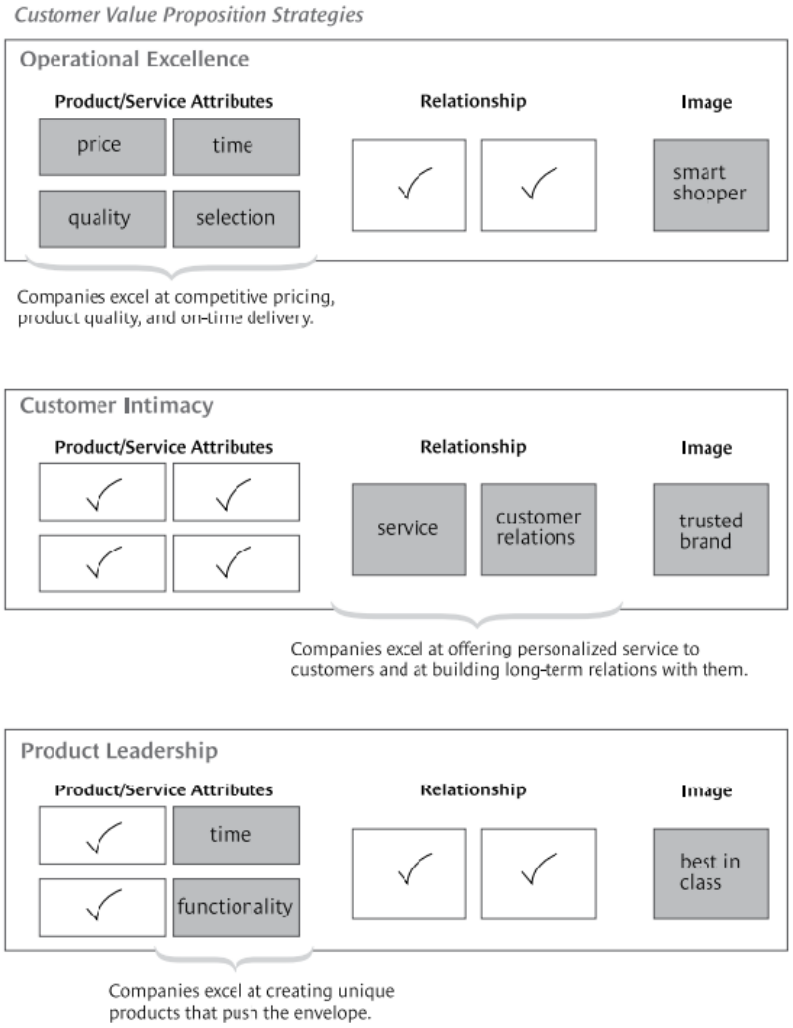
The core of any business strategy is the customer value proposition, which describes the unique ix of product and service attributes ,customer relation s, and corporate image that a company offers.



- Value proposition is chosen from among three differentiators;
  - Operational excellence
  - Customer intimacy
  - Product leadership
- Companies strive to excel in one of the three area while maintaining threshold standards in the other two.
- A clear definition of the value proposition is the single most important step in developing a strategy.

Internal Process Perspective

Once an organization has a clear picture of its customer and financial perspectives, it can then determine the means by which it will achieve the differentiated value proposition for customers and the productivity improvements to reach its financial objectives.



- Four high level processes for organizational activities essential to implementing the strategy
  1. To build the franchise by innovating with new products and services and by penetrating new markets and customer segments;
  2. To increase customer value by deepening relationships with existing customers;
  3. To achieve operational excellence by improving supply chain management, the cost, quality, and cycle time of internal processes, asset utilization, and capacity management;
  4. To become a good corporate citizen by establishing effective relationships with external stakeholders;
- A complete strategy should involve generating returns from all three of these internal processes.

Learning and Growth Perspective

The foundation of any strategy map is the learning and growth Perspective, which defines the core competencies and skills, the technologies, and the corporate culture needed to support an organization's strategy. These objectives enable a company to align its human resources and information technology with its strategy.

- The organization must determine how it will satisfy the requirements from critical internal process, the differentiated value proposition, and customer relationships.
- Although executive teams readily acknowledge the importance of the learning and growth perspective, they generally have trouble defining the corresponding objectives.

BSC and Strategy Map

The strategy map helps identify when the scorecard is not truly strategic. The business strategy should describe through the BSC and the strategy map how the company will achieve the desired outcome of satisfying employees, customers, and stakeholders.

- The "how" should include
  - Value proposition from a customer perspective.
  - From an internal process perspective, innovation, customer management, and business processes.
  - From a learning and growth perspective, this includes employee skills and information technology capabilities.
- The greatest benefit of a strategy map is the ability to communicate the strategy throughout the organization.

添付資料 12　カイゼン研修資料

Poka-yoke (Failsafe Devices)

2022. March.

Satoru Tajima

JICA Project

Poka-yoke (Failsafe Devices)

"Poka" is Japanese word which means error or mistake.
"Yoke" means avoid or prevention.

"Poka-Yoke" means implementing simple and inexpensive devices that help operators avoid mistakes in their work.

Basic Policy: It is inevitable that human being make mistakes once in a while.

That's why Poka-Yoke system is necessary.

Very basic example of Poka-Yoke

(1) USB memory



USB memory cannot be inserted upside-down.

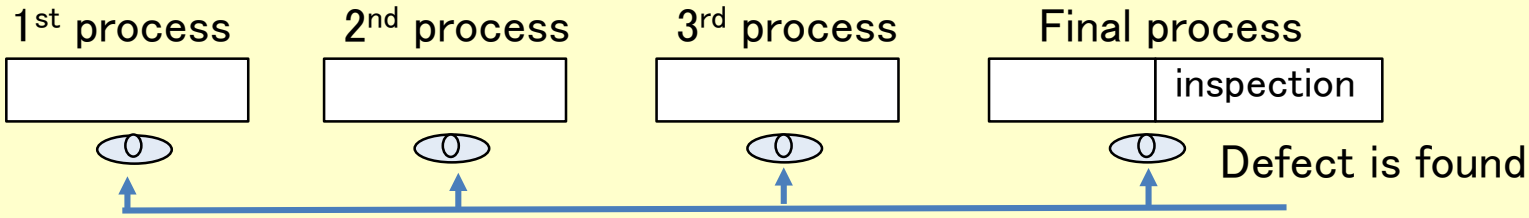
(2) Side stand of motor-bike



If side stand is used, we cannot start engine.

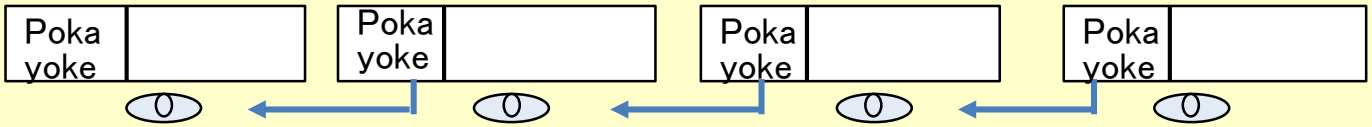
Several Different types of inspection

Inspection will be done at the final process



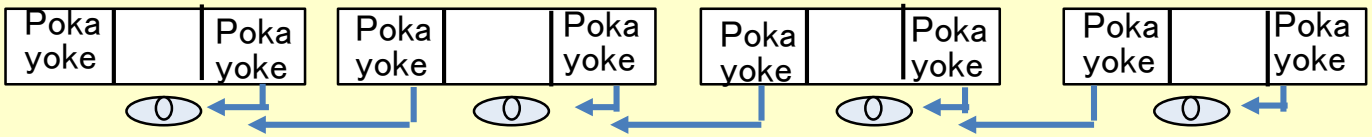
Feed back of the defect (parts will be disposed **after** added-value is put)
Timing is too late

One by one Poka-yoke inspection system



Feed back of the defect (parts will be disposed **before** added-value is put)
Early timing

Self-inspection by Poka-yoke



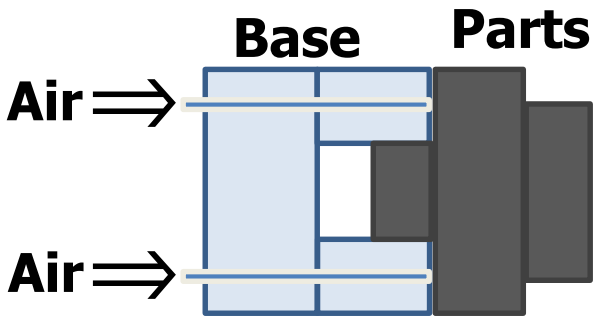
After manufacturing parts, operators can find defect by oneself using own process's Poka-Yoke.
Early timing

Example of Poka-Yoke (Error-Proofing)

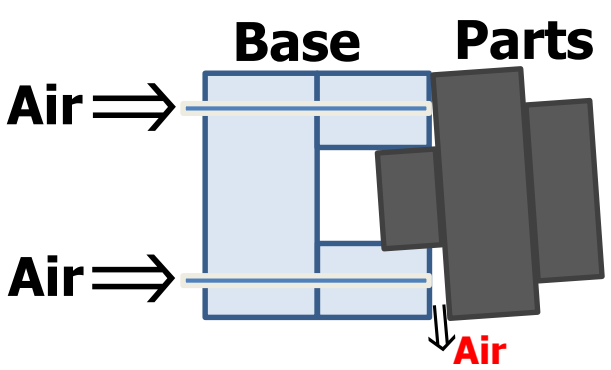
The types of Poka-Yoke (Error-Proofing)

- Shutdown: they are the most powerful Error-Proofing devices.
  Example : a machine will not start if a work piece is set incorrectly.
- Warning : They alert us to something abnormal by a buzzer or light.

Actual example



Badly Attached



A good Error-Proofing

- High reliability
- Reasonable cost
- Simple, with long life and low maintenance.
- Suitable for the workplace situation.

Sensor catches the mistake and machine doesn't move

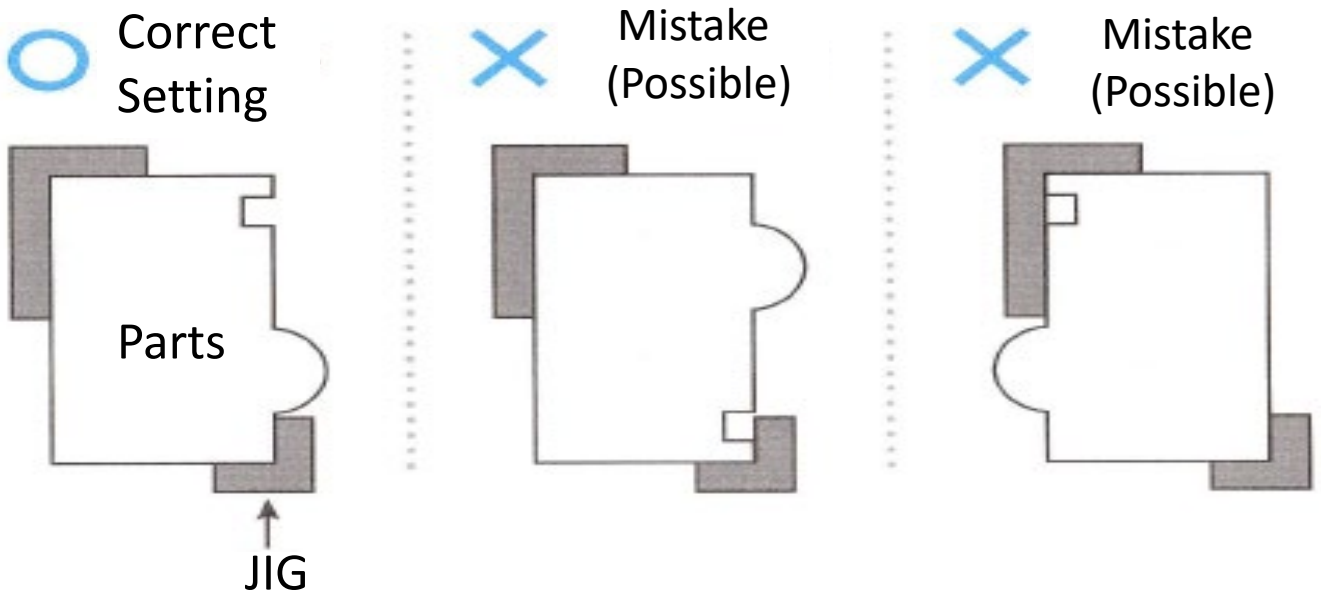
Poka-Yoke (exercise)

2022. March.

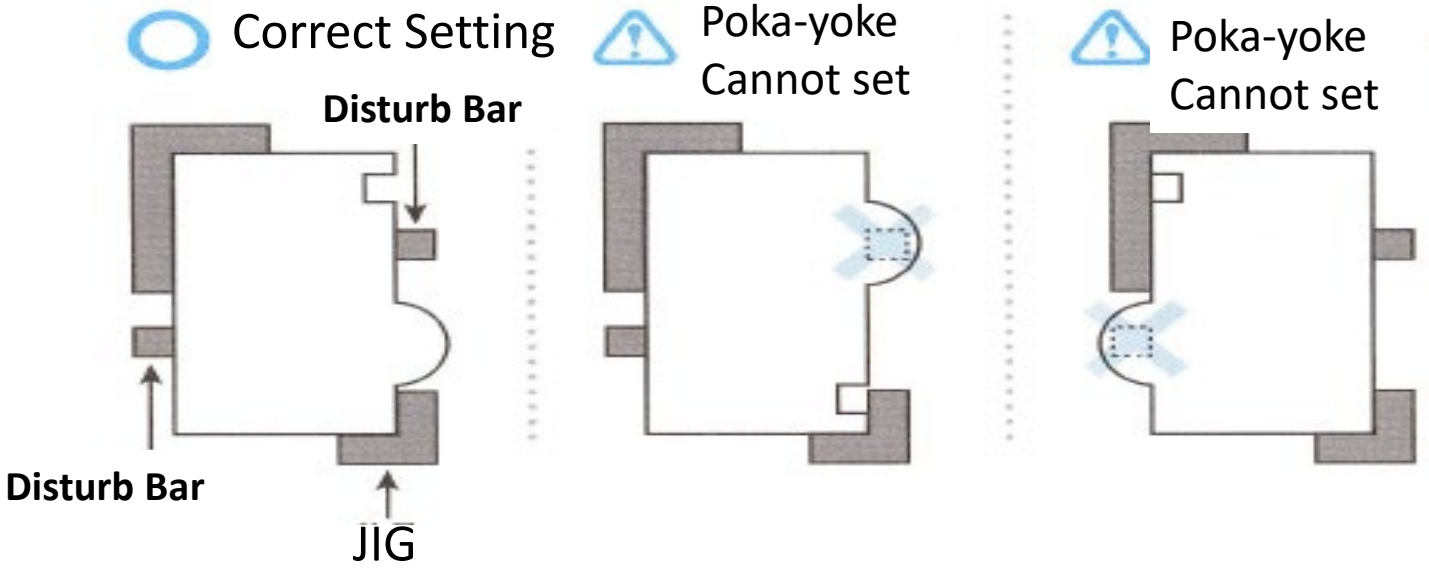
Satoru Tajima

Example of Poka-Yoke (1)

Before Kaizen



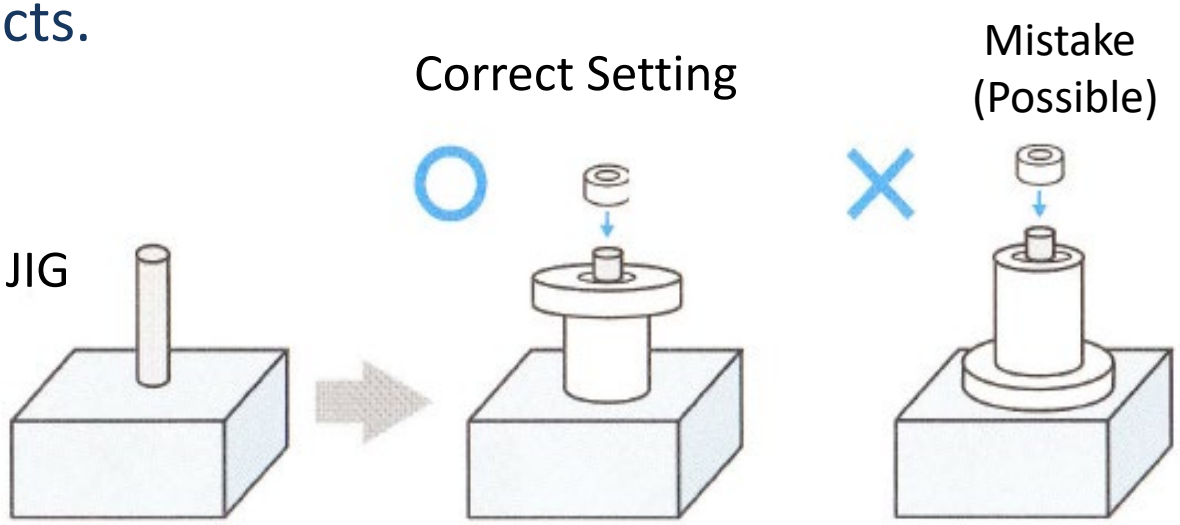
After Kaizen



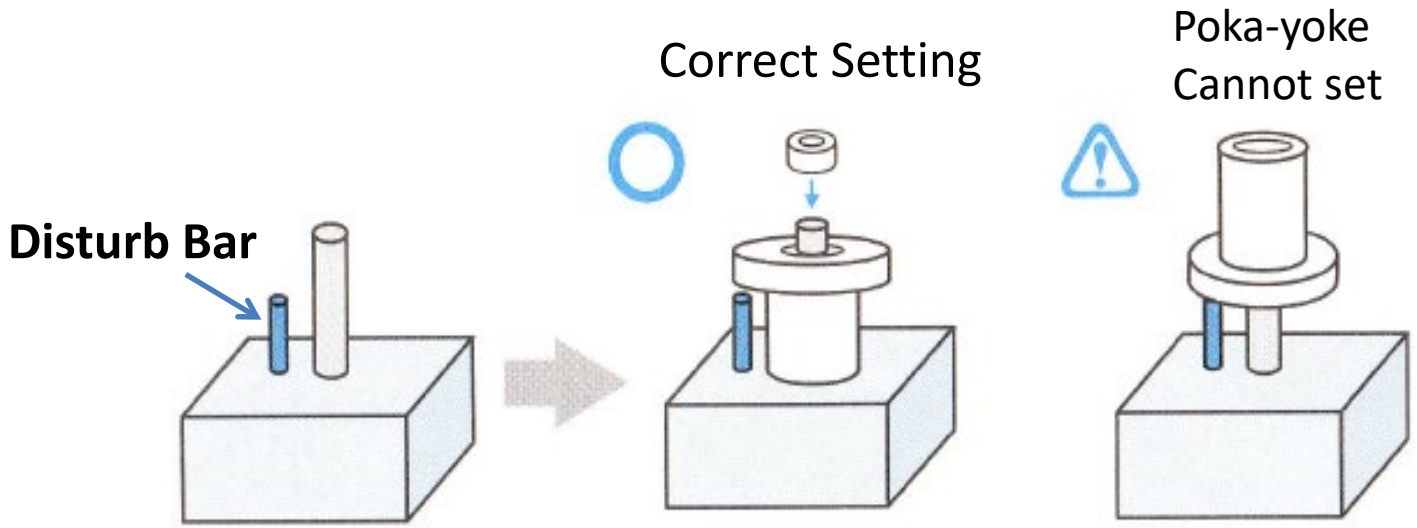
Example of Poka-Yoke (2)

Workers (especially beginners) sometimes set parts opposite way, which caused defects.

Before Kaizen



After Kaizen



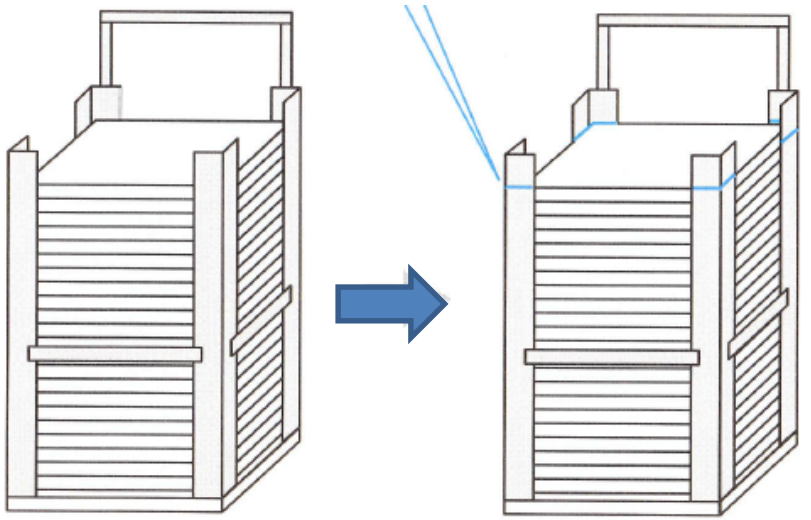
Example of Poka-Yoke (3)

Before Kaizen

22 products have to be stored into products box. But workers often make mistake and put wrong quantity.

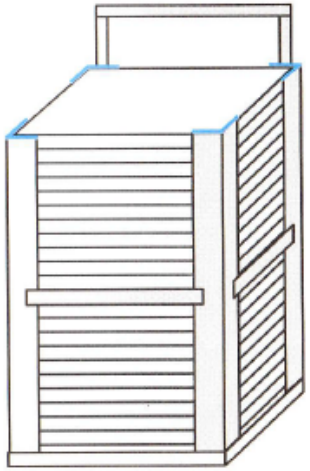
After Kaizen 1

Draw blue line at 22



After Kaizen 2
(True Poka-yoke Kaizen)

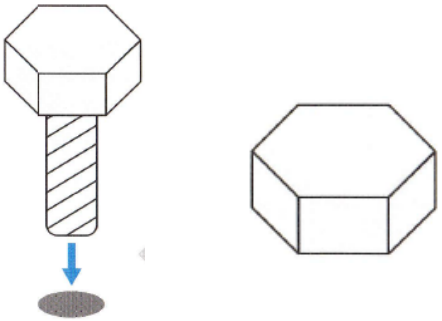
Cut product box at 22 quantities.



Example of Poka-Yoke (4)

We cannot judge whether the hexagon head bolt is loosening or not by appearance.

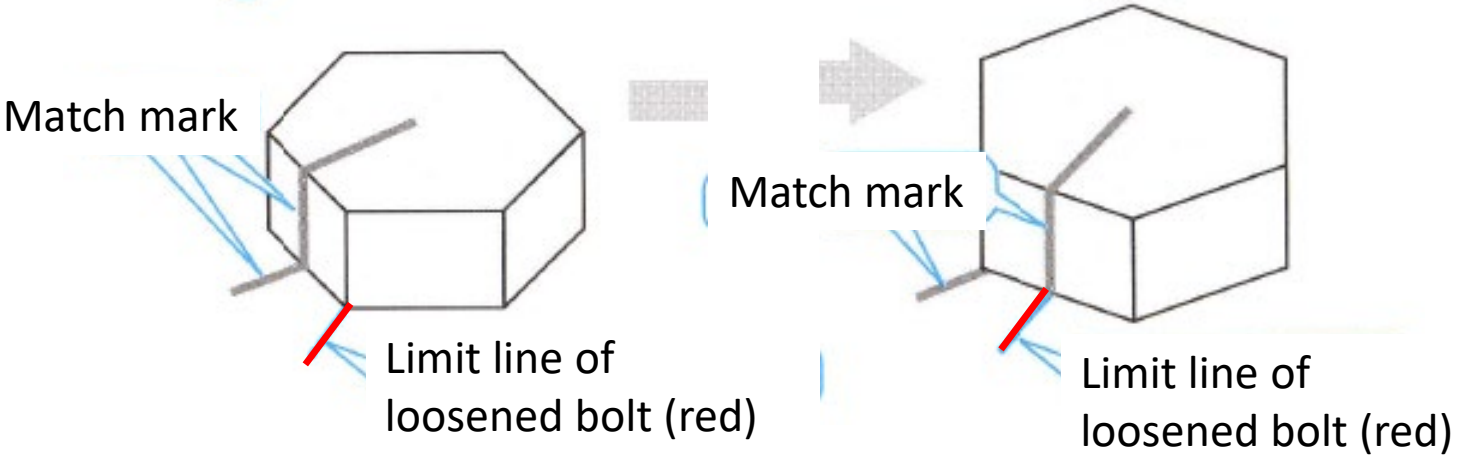
Before Kaizen



After Kaizen

○ When bolt is tight

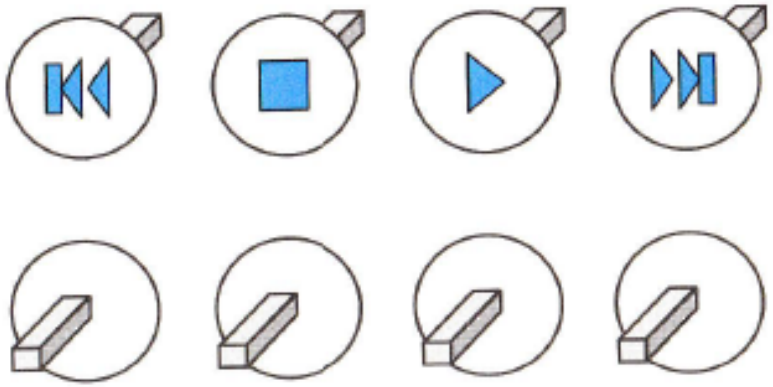
When bolt is loosened, match mark does not match. (Dangerous limit)



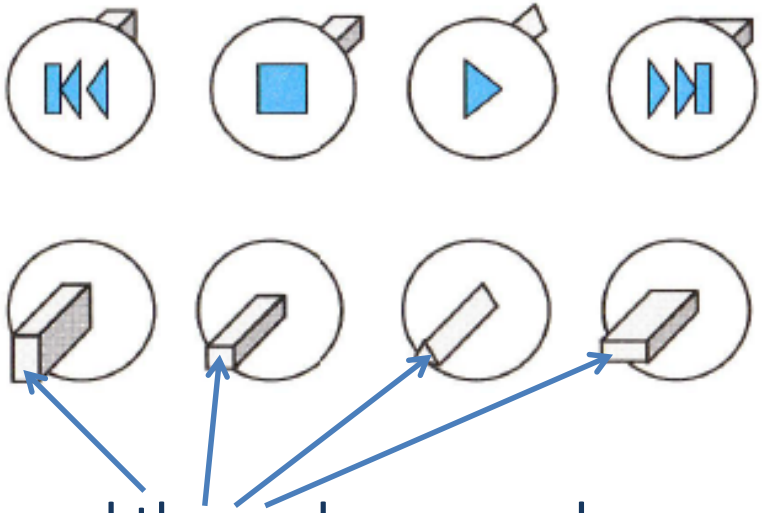
Example of Poka-Yoke (5)

Workers (especially beginners) sometimes assemble wrong parts, which caused defect.

Before Kaizen



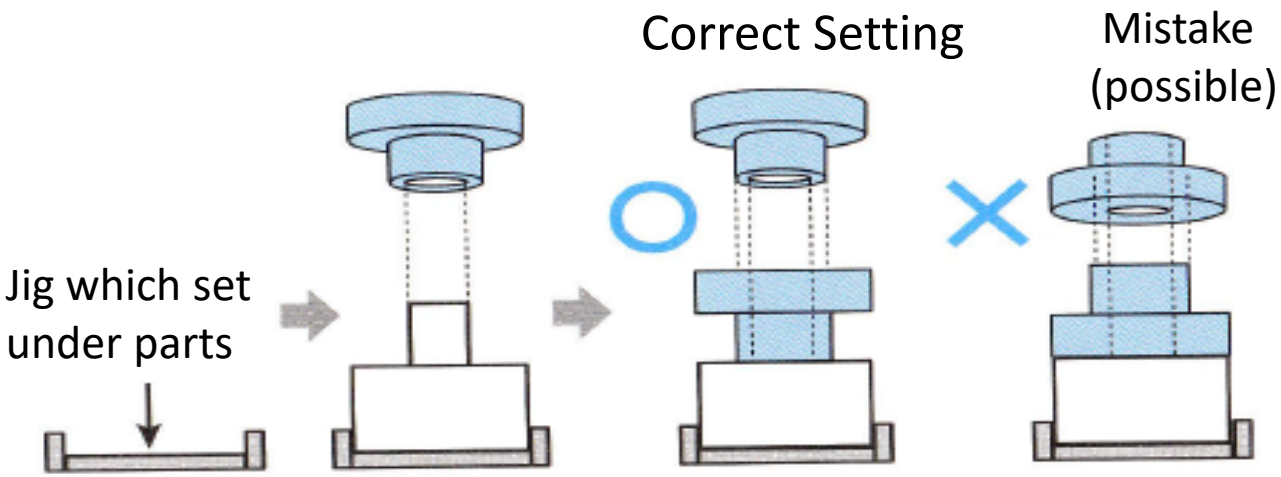
After Kaizen



Example of Poka-Yoke (6)

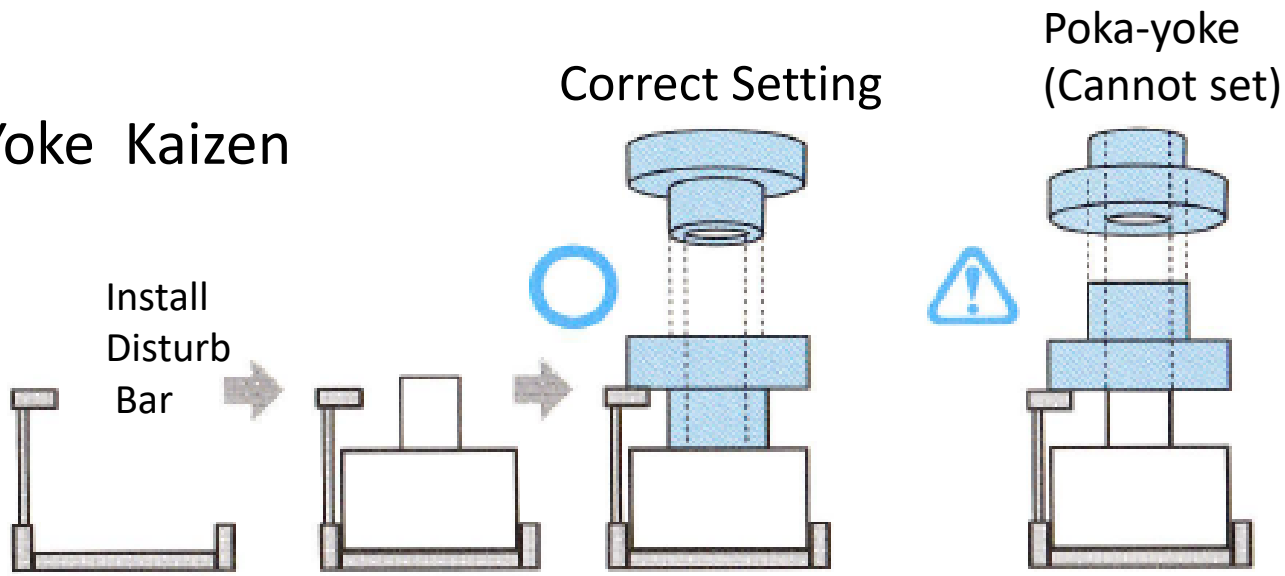
Before Kaizen

Workers sometimes assemble in opposite position. What kind of Poka-Yoke do you think?



After Kaizen

Example of Poka-Yoke Kaizen

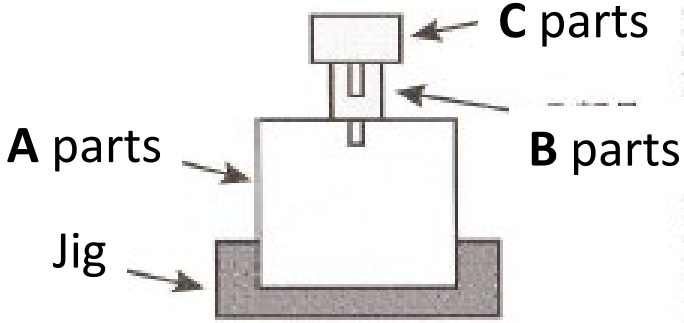


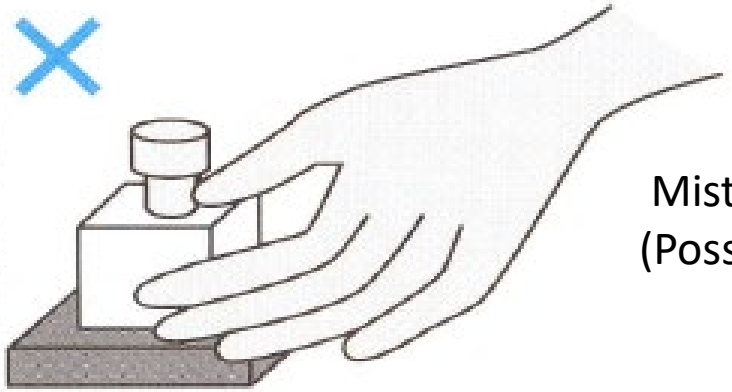
Example of Poka-Yoke (7)

Before Kaizen

B parts and **C** parts were fixed to **A** parts with adhesives.
Work standard: Pick up **C** parts so that parts are fixed perfectly.
Sometimes workers (especially beginners) pick up **A** parts and parts with imperfect adhesion might go to the next process.

What kind of Poka-Yoke do you think?

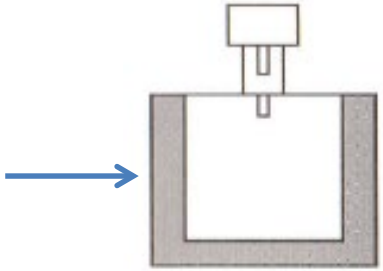


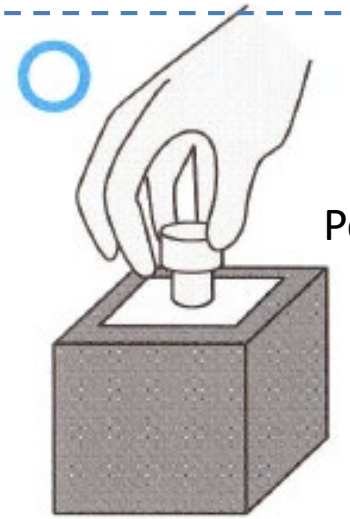


Mistake (Possible)

After Kaizen

Change the height of jig higher.





Poka-yoke

Workers can pick up only **C** parts.

Example of Poka-Yoke (8)

Example of Poka-yoke in indirection

When staff input numbers to PC,
(1) Correct number will be from 5 digits to 8 digits. But staff input 10 digits number by mistake.
(2) Originally, numbers can not be minus, but staff input minus number.

Computer engineers change the program, and
(1) If number will be less than 4 digits or more than 9 digits, numbers will be error, and can not be input.
(2) If number will be minus, number will be error and can not be input.

Practical Exercise

(1) Make several groups. (One group members are 5 to 8 members.)
（It is ideal that in one group, members job will be almost same.)

(2) Each group members will have discussion and try to find out what kinds of careless mistakes happened.

(3) Group members will try to find out countermeasures of careless mistakes.(Poka-yoke)

(4) After finding out several Poka-yoke ideas, representatives of each group will have presentation document using PowerPoint. (Document will be all English.)

(5) Contents of presentation

- ＊Name of members
- ＊Contents of each job
- ＊Contents of careless mistakes
- ＊Contents of Poka-yoke
- ＊Poka-yoke’s implementation plan (Temporary version)

(6) Q & A section

Multi-skilled development training

2022 March.

Satoru Tajima

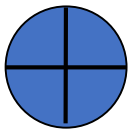
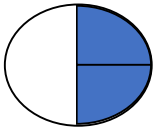
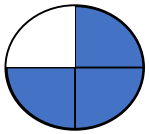
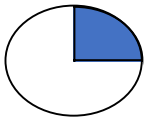
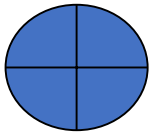
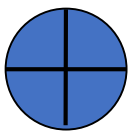
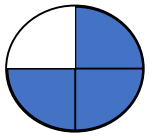
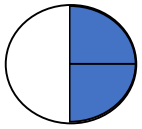
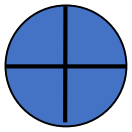
Multi-skilled development training

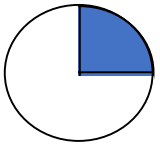
Multi-skilled development is important for flexible work.

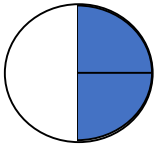
In order to implement effective multi-skilled development training, to make skill map is effective method.

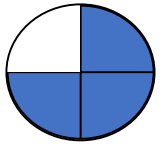
Stsp1　　To make skill map

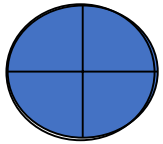
Skill map

	Work 1	Work 2	Work 3
Staff A			
Staff B			
Staff C			


Start multi-skilled development training


Able to work with supporter


Able to work Alone.


Able to teach other staff

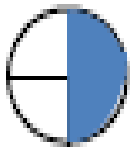
Example of skill map

Ezample of skill map (Case of Factory)

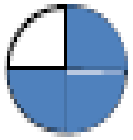
No.	OPERATORS' NAME	Folk lift Machine	Accessories	Self Lock	IBR	Slitting Machine
	XXXXXXX CO. LTD SKILL MAP					
1	John					
2	Princewell					
3	Phillip					
4	Benjamin					
5	Ahmed					
6	Samuel					
7	Abdallah					



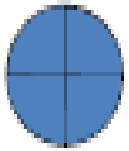
Start Multi-skilled Operation training.



Able to operate with Supporter.



Able to operate Alone.



Able to teach other operator.

Stsp2 Start Multi-skilled development training

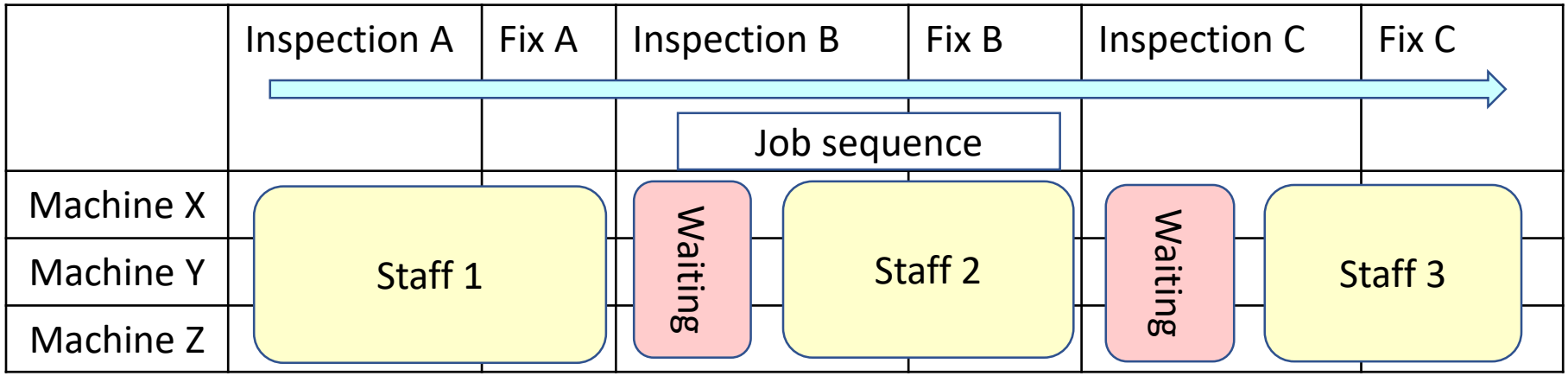
If manager and staff agree to display skill map, skill map should be displayed on the wall.
(Visualization is important to increase staff's motivation.)

Manager will start multi-skilled development training to the staff. When manager start multi-skilled development training, he has to think division's future plan.

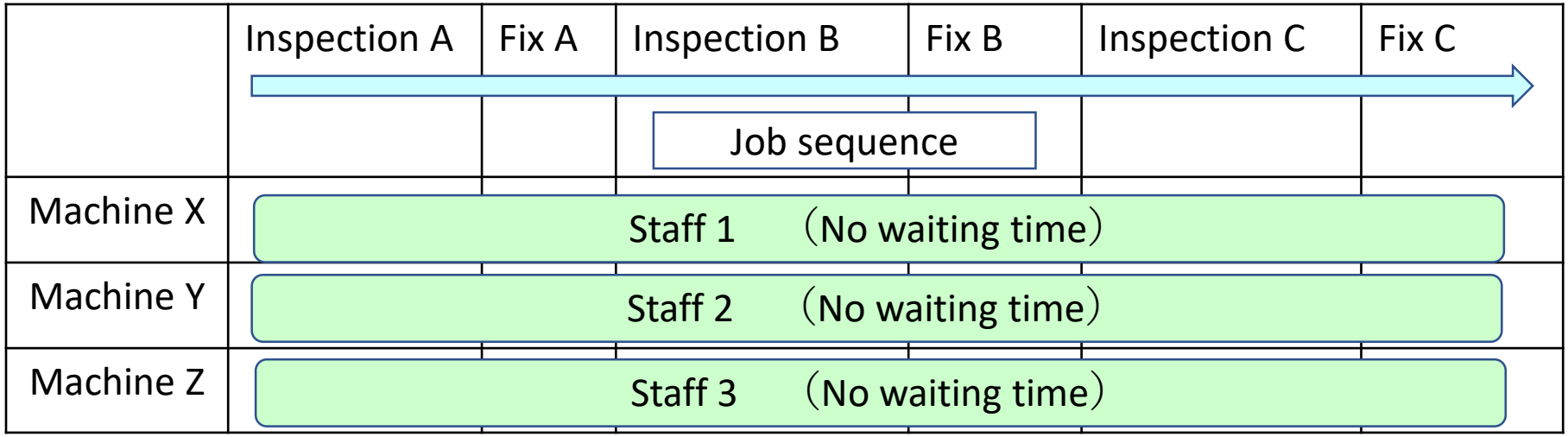
When Multi-skilled development training is done very widely, skill map has to be updated regularly. (Once or twice a month.)

Stsp3　Change job assignment

Before Kaizen （Image）



After Kaizen （Image）



Other merits

(1) If one staff suddenly quit EDL, manager can easily find out who can do the same job by seeing skill map.

(2) If one staff suddenly get sick or get injured and cannot attend EDL office, manager can easily find out who can do the same job by seeing skill map.

(3) When one staff can do multiple job, staff's motivation will go up.

(4) When EDL will start new branch or new company, new executive or new manager have to know very wide job. At that time, if most of staff get multi-skilled development training, we can easily find out new executive or new manager.

Small Group Activity

2022 March.

Satoru Tajima

1. Improvement of Department

(1) The Concept of Improvement

Improvement is a response to;

(i) Efficiency Improvement

(ii) Safety Improvement

(iii) Quality Improvement

(iv) Cost Reduction

(v) Delivery Improvement

2. “KAIZEN” Suggestion System

(1) What is “KAIZEN”

KAIZEN is Japanese word. It means improvement.

(i) Individual Base

*** “KAIZEN” Suggestion (Proposal) System**



Example of Kaizen Box

(ii) Small Group Activities

*** QC Circle (Usually under managers class)**

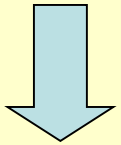
*** Project team by managers**

3. Small Group Activity

(1) Work Place in the Past (Japan)

Work Place once had the following characteristic;

*** To divide the work into as much simple work**
*** Employees repeat their work without mistake**



*** Work efficiency goes up**
*** Employees lose motivation for the job**

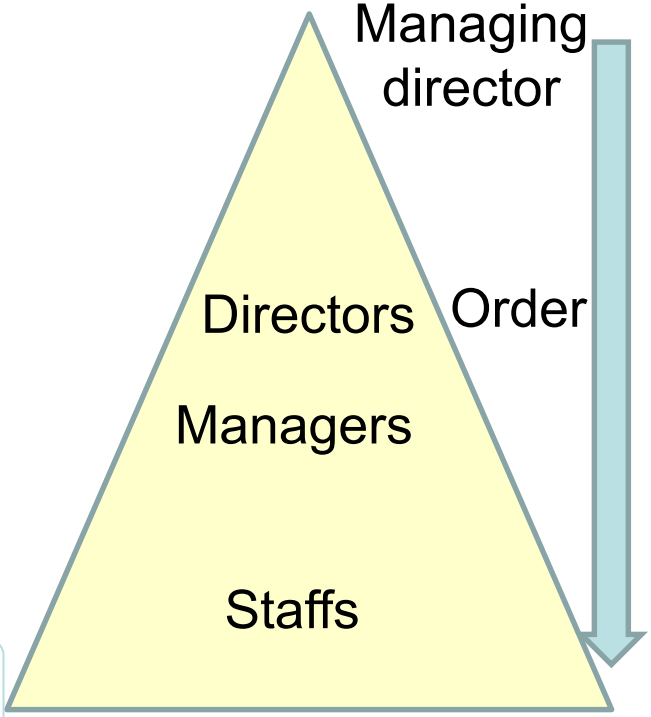
(2) Roles of Small Group Activity

* We make small groups from the same workplace.
* Do their activity by their own will.
* Main themes are to increase efficiency. But sometimes treat different theme. (Customers satisfaction, Safety and so on)

*Small Group Activity often use QC methods (Cause and effect diagram)

(3) Top-down management and bottom-up management

Top-down management

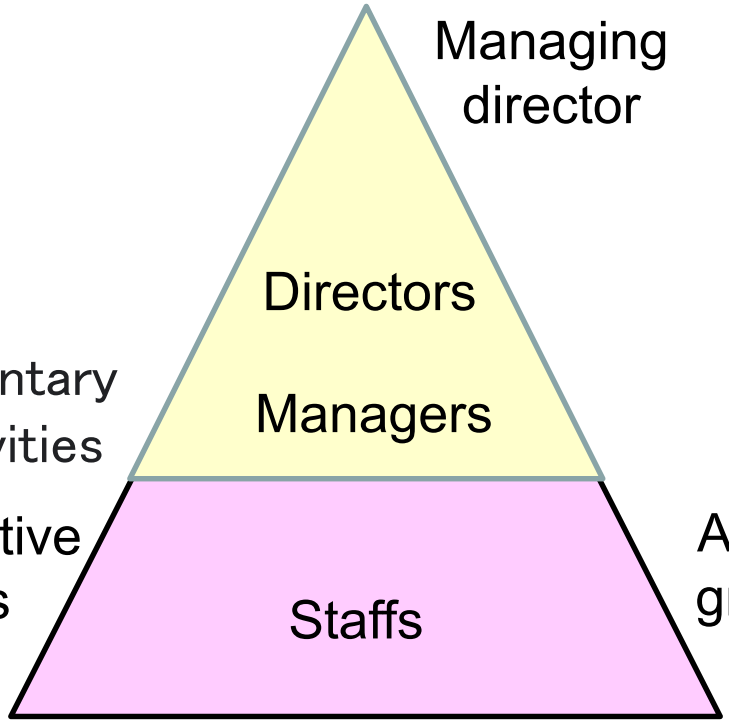


Order

Voluntary activities

Creative ideas

Bottom-up management



Area of small group activity

Small group activity is a tool to change management style from top-down management to bottom-up management.

By conducting small group activities, the organizational culture will change to a better culture.

(3) How to promote Small Group Activity

**When manager gives a task to their subordinates,
if they believe in subordinates and let them
handle the task as much as possible,
Small Group Activity(QC Circle) for this view will be;**

(i) To operate Small Group Activity independently (Self-initiative),

（ii）To apply staff's own ideas to their job,

（iii）To discuss issues and work together.

(3) How to promote Small Group Activity

Members: 5~8 people
Staffs and leader class
* Managers support the activity

Put name to each groups

Activity time: 2~3 times in one month
One time 2~3 hours
(Sometimes during working time, sometimes after working hour)

Over time payment: If activity is after working hour,
some companies pay over time payment
some companies do not pay over time payment.

(4) The Mechanism of Financial Rewards

Japan

Award payment is not big, just a small amount.

The system was created to promote participation in proposal activity as many employees as possible

By participating small group activity, employees (especially new employees) can understand their division's job more clearly.

(5)The Position of Small Group Activity in the Management System

Because this Small Group Activity is a company wide activity, it necessarily involves a link between the activity and management.

Therefore, the activity should be included in the management strategy of a company, or simply the activity should relate to;
(Example)

(1) increase efficiency
(2) decrease mistake
(3) increase safety
(4) better customer satisfaction

(6) The Role of Management

Support and give advice

Avoid becoming stereotyped

Continuation

Development of productivity point of view

Think award system

Hold small group activity presentation event

QC Story

2022 March.

Satoru Tajima

QC story

QC (Quality control) story is a systematic method of problem solving.

The basic idea of QC story is to use PDCA (Plan Do Check Action) cycle effectively.

Steps of QC story

Decide the theme
Grasp present situation
Decide the target and activity plan
Analyze the causes
Execute countermeasures
Confirmation of effect
Standardization and establishment of management
Future plan

(1) Decide the theme

- Confirm the role of division and our job.
- Confirm the target of the workplace.
- Find the problem and list up.
- Evaluate the problem and decide the theme.

How to describe the theme

what **how** **where** ➡ Which process, job, workplace

How to solve the problem

What to solve (characteristic)

(2)Grasp present situation and decide the target

- Grasp present situation (If possible, use figure)
- Decide characteristic value of the target
- Decide the target time limit.

Three conditions of target

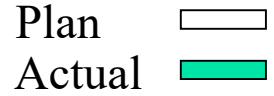
(1) What (management characteristic)
(2) By when (time limit)
(3) How much (targeted value).

(3) Decide activity plan

- Decide the execution item.
- Decide the activity schedule.
- Make the activity plan.

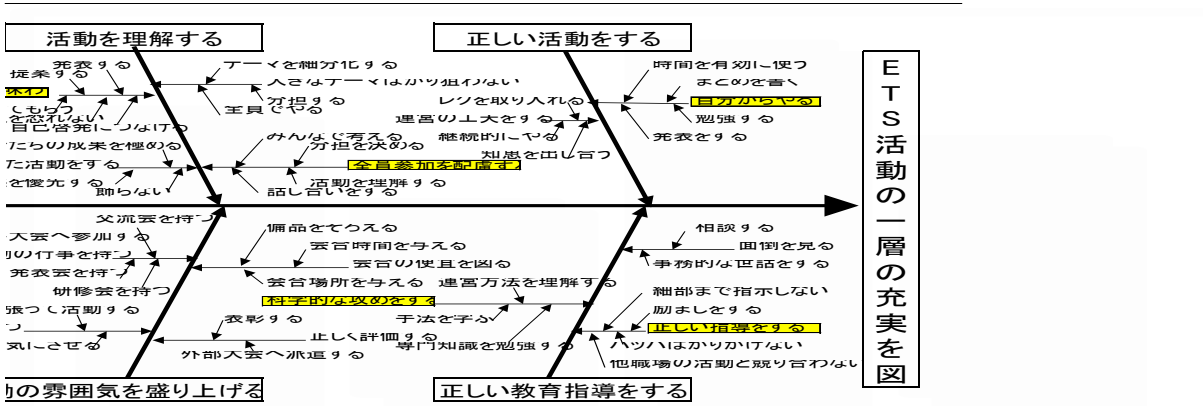
Image of activity plan

Execution item	Person in charge	Term		
		April	May	June
Decide the theme	Mr. A, Mr.B			
Grasp present situation	Mr. C, Ms.D			
Decide the target and activity plan	Ms.D			
Analyze the causes	Mr.A Ms.D			
Execute countermeasures	All			
Confirmation of effect	Ms.D			
Standardization and established of management	Mr.A			
Futures plan	Mr.A			



(4) Analyze the causes

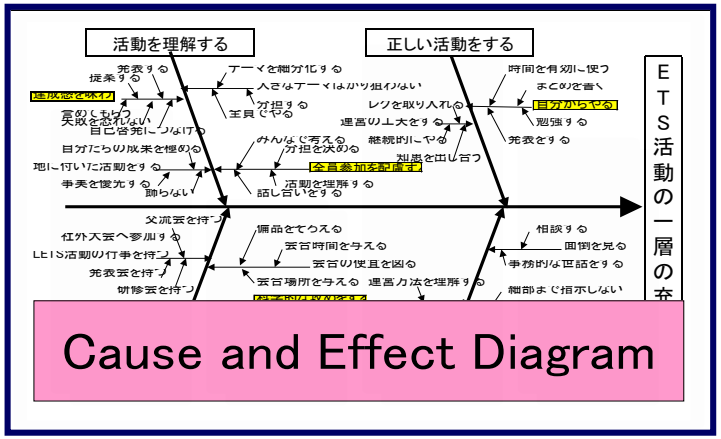
- The relation between the cause and the effect should be arranged to the cause-and-effect diagram.
- The relation between the cause and the effect should be analyzed.
- The analytical result should be brought together.
- Decide the countermeasure.



Cause and Effect Diagram

(5) Think and execute countermeasures.

- Show the idea of the countermeasure items.
  - The brainstorming etc. are used.
- Select the countermeasure ideas.
  - Evaluate it from the three aspects.
    (the effect, the feasibility, and the cost).
- The concrete countermeasures is examined.
- Execute countermeasures.
  - Make the temporary work standard and execute countermeasures according to this temporary work standard.



Cause and Effect Diagram

(6) Confirmation of effect

- Confirm the Kaizen effect.
  - The effect is caught by the numerical value.
- Compare the effect with the targeted value.
- Grasp the result.
  - If it is possible, the amount of money of the effect is calculated.
  - An intangible result is confirmed.
    (problem solving skill, teamwork, staff's motivation etc.)

(7) Standardization and established of management

- Make a temporary work standard to be a final work standard.
- Decided the management method.
- Inform the changed work standard to related parties.
- Educate and train new method to the person in charge.
  - It is not good only to hand the work standard to the staff.
- Confirm that the right method is maintained.

(8) Decide future plan

- Think the theme of next stage small group activity

  If the next theme is related theme or different theme

Example of Small Group Activity





Example of JR (Japan railway company)

2022 March.

Satoru Tajima

History of Japan railway company

In the past, the name was “Japanese National Railways”.
Japanese government owned that company. At that time, productivity was low, and a large deficit was generated every year.
At that time, it was top-down management, and employees did not have the habit of coming up with their own ideas.
At that time, even if a large deficit was generated every year, employees thought that the Japanese government can not make Japanese National Railways go bankrupt. So, directors and managers did not make efforts to make a profit.

It became a private company in 1987, and the company name was changed to JR(Japan railway company).
After privatization, the organizational culture changed to bottom-up management. And productivity has improved drastically. And it can generate profits every year.
Employees themselves raise issues by forming small group activity to utilize and help members' abilities and solve issues.
53,900 employees participate in small group activity and there are 5,300 circles. These voluntary efforts are the vitality of JR.

Example of small group activity at Japan railway company

1.Introduce small group activity at JR (Japan railway company)

・"Seven wheels circle" is consisted of 7 drivers belongs to K district in suburb of Japan railway company.

2.Selecting theme

They set their target of the activity focused on "customer first" policy, after discussion of the member,.

・drive economically

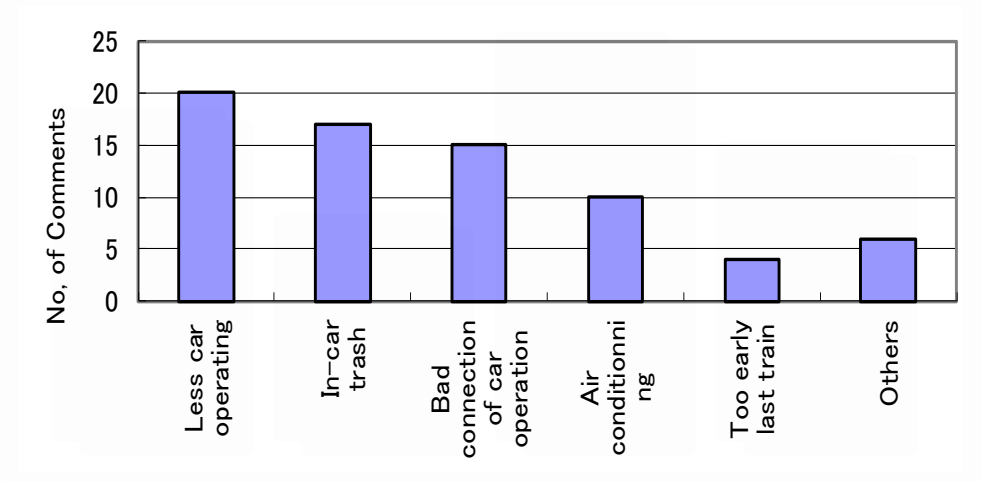
・measures for troubles

・customer first

They decided theme "keep car clean with no trash" with summarizing customer's requests.

＊Evaluation method：
Took average of all members evaluation as 3,2, or 1 on each theme. The value is calculated in A ＋ B ＋ C＋D.

Survey period：Oct. 1st to Oct. 30



Theme \ Item	A Needs	B Operability	C Feasibility	D Degree of effects	Value
Less car operating	2.1	1.4	1.0	1.8	6.3
In-car trash	**2.0**	**3.0**	**3.0**	**2.4**	**10.4**
Bad connection of car operation	2.5	1.2	1.4	2.4	7.5
Air conditioning	2.7	1.1	1.8	2.1	7.7
Last train is too early	1.4	1.8	1.0	1.2	5.4

Grasping the actual condition (1)

3. Grasping the actual condition

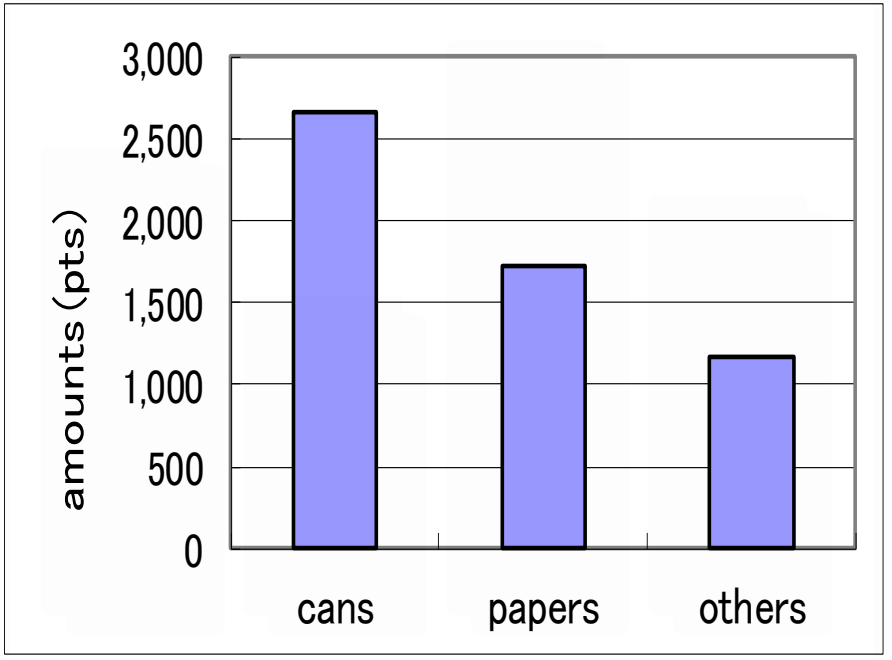
- “Check sheet for trash in train” was prepared to grasp actual condition of in-car trash.
- The survey was conducted from Nov. 8 through Jan. 10 for in total of 1,214 cars that consist of 624 cars in weekdays and 590 cars in weekends (610 express and 604 local).
- All members participate on-site survey to evaluate “much” or “less” in order to avoid inconsistency in evaluating by individuals.

Car number		253D			256D			223D			226D		
Car type		28	58	35	35	58	28	40	58		58	28	
Cans	Much	／	／			／	／					／	
	Less				／			／	／		／		
	N/A			／									
Papers	Much	／	／			／	／					／	
	Less			／	／				／		／		
	N/A							／					
Others	Much	／	／			／	／						
	Less				／							／	
	N/A			／				／	／		／		

Grasping the actual condition (2)

- As expression of “much” or “less” is too abstract, these are replaced with “4 points”(much), “2” and “0” (less) respectively for evaluation.
- In summary, amount of waste per day is 3,094 points on weekdays while 2,452 points on weekends. By types of cars, express is 692 points while local is 1,854 points.
- Below graph charts show summary by waste type; cans-2,664 points newspapers-1,718 points, and others- 1,164 points.

	Express	Normal	Total
Weekdays	314cars 2,072pts （6.52）	310cars 1,022pts （3.29）	624cars 3,094pts （4.96）
Weekends	296cars 1,620pts （5.47）	294cars 832pts （2.82）	590cars 2,452pts （4.15）
Total	610cars 3,692pts （6.05）	604cars 1,854pts （3.06）	1,214cars 5,546pts （4.56）



Create action plan

4. Create action plan

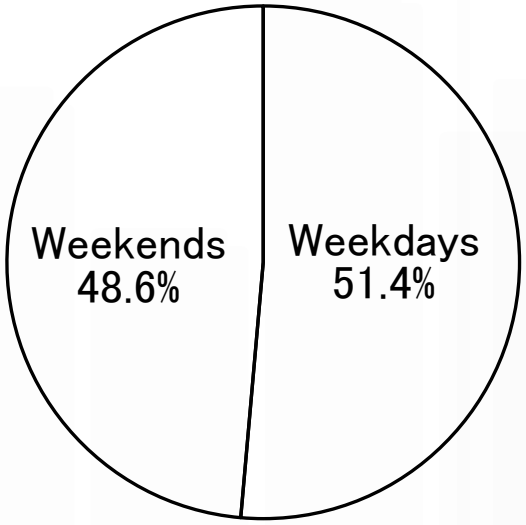
plan ← - - → **actual** ←→

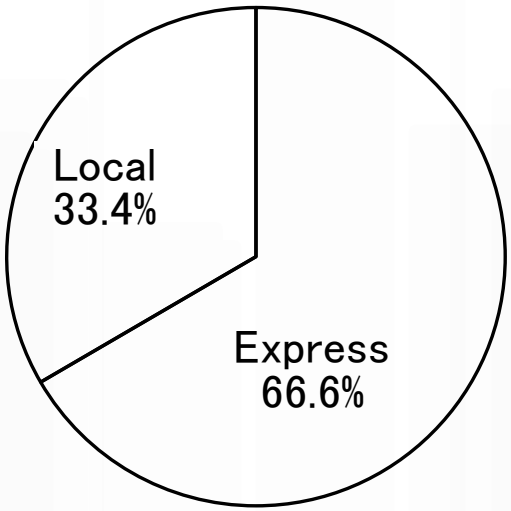
No	Actions	Staff	Schedule				
			Nov	Dec	Jan	Feb	Mar
1	Grasp actual condition	Yoshi	←———	———			
2	Set target	Inoue		←- - →			
				←→			
3	Analyze factors	Sega			←- - →		
					←→		
4	Examine countermeasure	Maeka			←- - →		
					←→		
5	Implement countermeasure	All			←- - →		
					←——→		
6	Review effect	Ando				←- - - →	
						←———→	
7	Design standards	Suzuki					←- - →
							←→
8	Summary	Kawa					←- - →
							←→

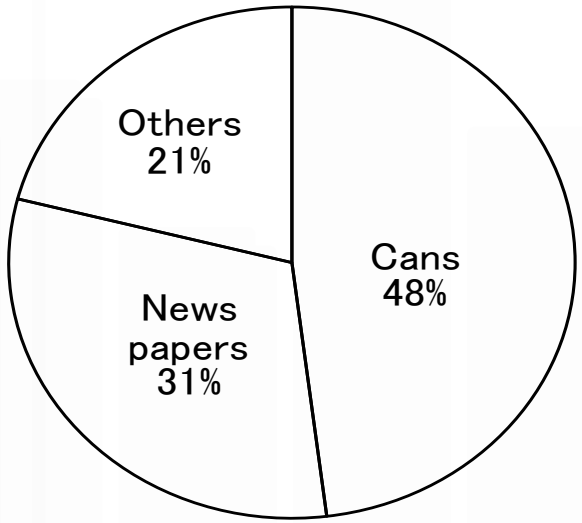
Setting Target

5. Setting Target

- On study of summarized result of trash points shown on the previous section, there is little difference beween weekday (51.4%) and weekends (48.6%), but the express (66.6%) is doubled compared to the local (33.4%). In terms of trash types, can (48%) and papers (31%) are about 80% in total, occupied in most of parts.
- Therefore, **set the target to decrease "can and newspapers" points from (4,382 in total) to half at 2,191 by the end of February.**



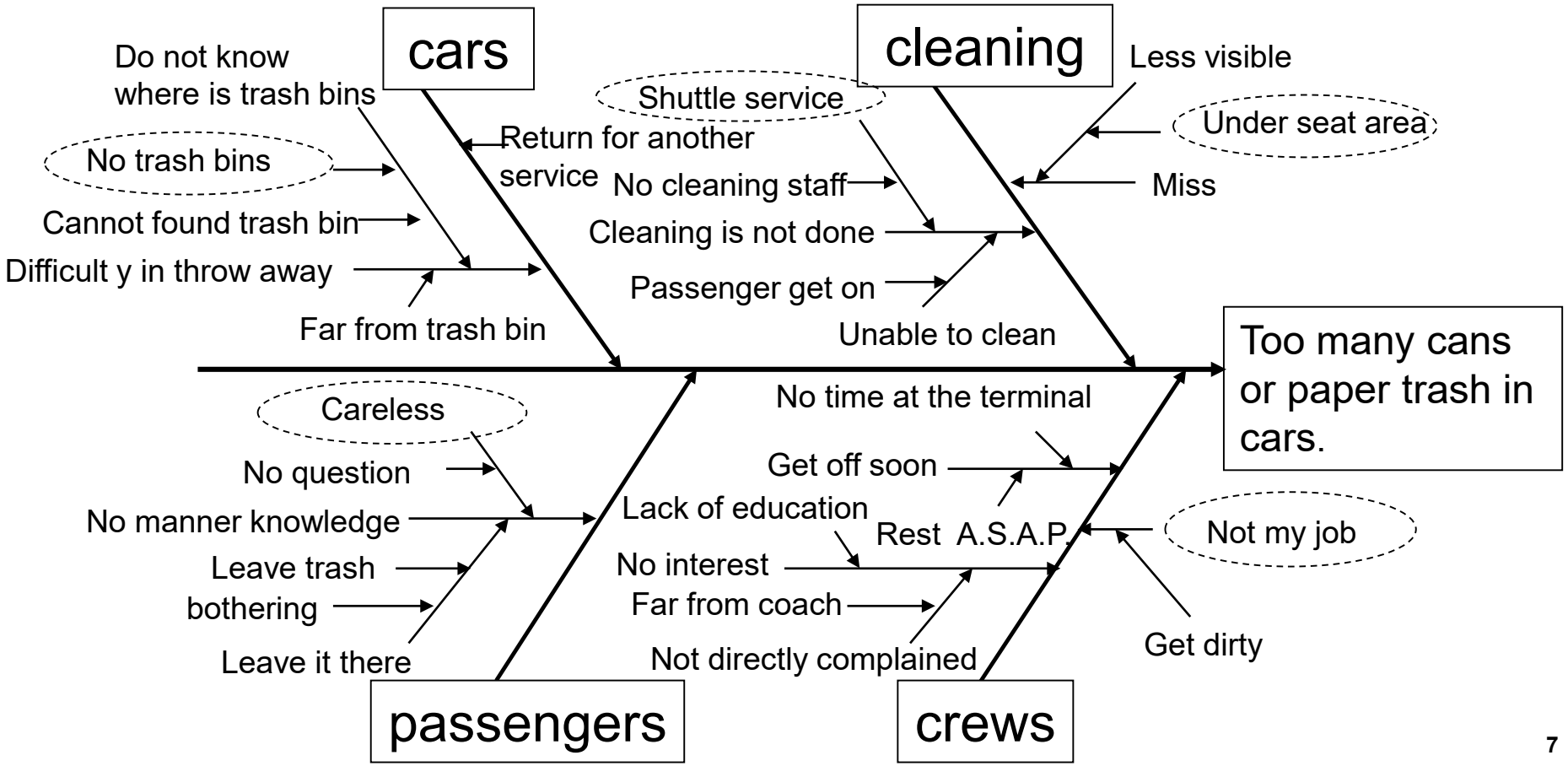




6. Analyze factors

Create a characteristic factor chart based on the caractor « too many cans and paper trash in cars ».

① **No cleaning work on shuttle services cars.** ② **No trash bins in coach cars**
③ **Cleaning is not enough especially for underneath of seats**
④ **Passengers are careless to make car dirty**



Decide countermeasure to implement

7. Decide countermeasure to implement
(1) Decide countermeasure

	Issues	Facts	Countermeasures （draft）
①	No cleaning for shuttle services cars.	too small trash bag / grabs get dirty	Provide trash tongs to prevent grabs getting dirty. Set used cans in stations painted in white color as trash bins.
②	Cars without trash bin	no trash bin	Set trash bins made by members in the car.
③	Passengers don’t care for cleanliness	don’t know manners	Announce passengers’ cooperation to trash to bin in-car. Get help from children living in neighborhood to draw educational posters for putting inside of cars.
④	Cleaning is not enough for under seats	caress of crews	Present details of all countermeasure taken at leader / sub leader, as well as director to ask cooperation from all employees in the region.

(2) Implementation chart

countermeasures	Countermeasure implementation	Person in charge	Date
No cleaning for cars in shuttle services.	Prepare cleaning equipment in stations to clean at the time of returning service by crews.	Yoshida /Segawa	1/20~
	Ask cooperation for other crews using posters.	Maekawa	1/21~
Cars without trash bin	Prepare trash bins if not	Ando/ Kawada	1/25~1/31
Passengers do not care	Draft notice for passengers	All	1/21~
	Ask cooperation for children to paint posters for in-car use.	Suzuki/ Inoue	1/25~2/5
Cleaning is not enough for under seats	Pay attention when cleaning before returning service	All	1/20~

Confirmation of effects (1)

8. Confirmation of effects

① Reduced waste 40 % of cans and newspapers based on members' survey.
② 72% of drivers answered for questionnaire surveyed for all drivers that waste was deceased.

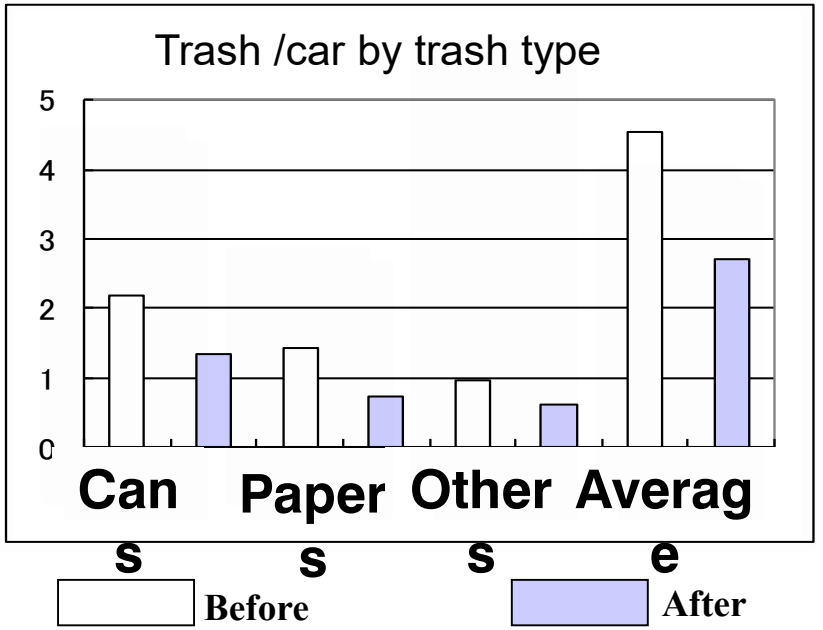
【Invisible effects】

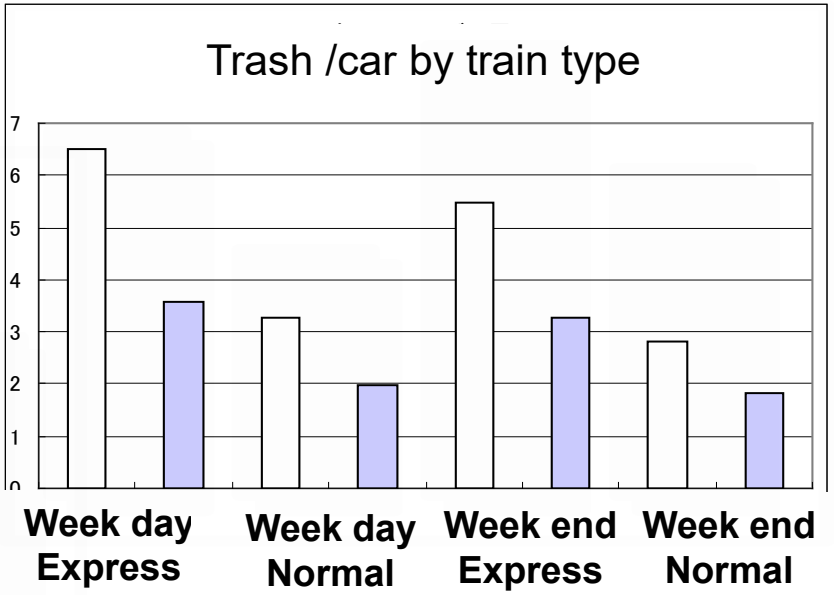
③ Environment for passengers became more comfortable when travel.
④ Team-work has improved at workplace.

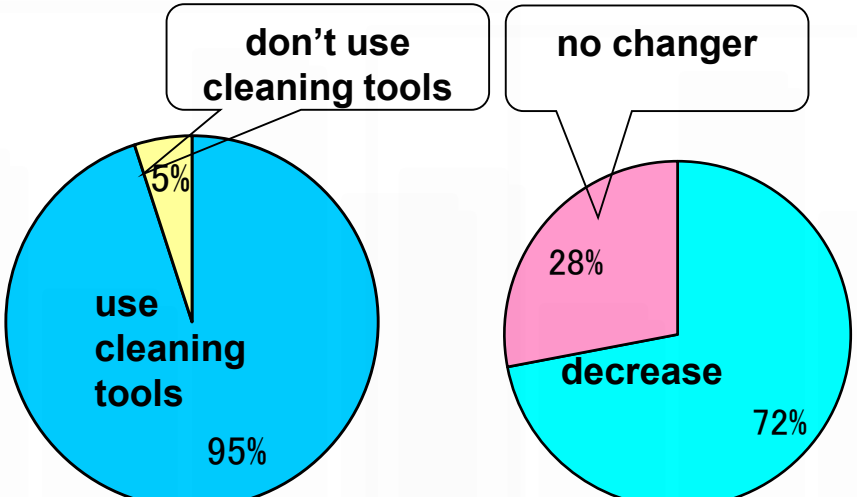
	Before			After		
car type	Express	Normal	Total	Express	Normal	Total
Weekdays	314cars 2,072PTS （6.52）	310cars 1,022PTS （3.29）	624cars 3,094PTS （4.96）	248cars 890PTS (3.58)	242cars 282PTS (1.99)	490cars 1,372PTS (2.80)
Weekends	296cars 1,620PTS （5.47）	294cars 832PTS （2.82）	590cars 2,452PTS （4.15）	162cars 534PTS (3.29)	158cars 286PTS (1.81)	320cars 820PTS (2.56)
Total	610cars 3,692PTS （6.05）	604cars 1,854PTS （3.06）	1,214cars 5,546PTS （4.56）	410cars 1,424PTS (3.47)	400cars 768PTS (1.92)	810cars 2,192PTS (2.70)

Confirmation of effects (2)

- By waste type, paper waste decreased about 10% larger than others, and other waste (out of target this time) decreased comparable small.
- By car type, express on weekdays decreased a little more than others, but all train types decreased about 40%.
- 72% of all 39 drivers answered that they recognized waste decreased.







9. Standardization and fixing it

Item	When	Where	Who	What	Why	How
Cleaning	every day	returning station	each crew	cleaning	assure comfortable ride for passengers	cooperation from all crews using posters.
More broadcast	every 3 months	in-cars	all	in-car broadcast	ask passengers	draft note and ask conductor for broadcast
Poster	every 6 months	in-car	all	in-car posters	improve manners of passengers	put painted posters in all cars
Cleaning equipment	Every day	at the station	all	cleaning equipment	easy operation	repair if needed

10. Summary

Difficulties

①Scheduling meetings was difficult because all of members are drivers.

②Keep cars clean is required for passengers' assistance.

Good points

①“Harmonization”(Team-work) is improved through frank discussion regardless of title or age.

②Established responsibility and improved independence from assigning their own roles.

③Attendance rate was 92%. But it achieved 100% when considered “communication note”.

Practical Exercise

(1) Make several groups. (One group members are 5~8 members.)
（It is ideal that in one group, members job will be almost same.)

(2) Each group members will have discussion and try to find out several themes of small group activity.

(3) Evaluate several themes and decide final theme.

(4) Representative will make presentation.

(5) Contents of presentation
- ＊Name of group
- ＊Name of members
- ＊Contents of each job
- ＊Evaluation sheet

(6) Q and A session.

Example of evaluation sheet

Item / Theme	A Needs	B Operability	C Feasibility	D Degree of effects	Value
Less car operating	2.1	1.4	1.0	1.8	6.3
In-car trash	**2.0**	**3.0**	**3.0**	**2.4**	**10.4**
Bad connection of car operation	2.5	1.2	1.4	2.4	7.5
Air conditioning	2.7	1.1	1.8	2.1	7.7
Last train is too early	1.4	1.8	1.0	1.2	5.4

添付資料 13　初級管理職研修資料

June 26, 2022

No.1　Management Training Guidance

This training is a sample for your future training program.

1. How to proceed with the training

The final debriefing will include the following:
1. Presentation of Gr. Vision of their own division and development of issues toward the vision
2. Individual presentations: Development of issues to realize the vision and commitment to future actions

◆2Hr lecture (+ exercises)
- Learn the basics of tools and thinking methods
- Do exercises using simple models and learn how to do them

◆Homework until next time
- Actual work to promote the theme
- Each Gr will be held as needed and the work will be completed by the next meeting

◆Unified Theme Activities and Knowledge Education
- Department-wide theme (team work), devision theme (individual work)
- Knowledge acquisition leading to strategic thinking

2. Aim of the training

This training is the first step for managers and executives to be able to envision their own future. The training will help you acquire the tools and thinking methods to achieve this. At the same time, you will also learn the fundamentals of methodology on how to realize the vision of the future you should aim for.

- ◆Recognize the role and mindset of a manager
- ◆Understand the tools and basic concepts to acquire as a manager
- ◆Clarify the banner (vision, policy) under which you lead
- ◆Understand and practice how to promote interdepartmental collaboration to realize the company/department's vision



3. Schedule

Round	Date	Training Theme	Training Itemes
1	/	Orientation	Training Objectives
		Role of Section Manager	Recognize the role that the section manager should play and what is expected of him or her
			Set high goals: from visioning to mid-term planning
		Strengths and Weaknesses Analysis	Analyze your company's strengths and weaknesses: SWOT (SW), competence
2	/	Communications	Clearly communicate your thoughts and dreams to your superiors and subordinates: communication
		Profit-and-loss management	Profit and Loss Management as a Manager: Break-even Point Analysis
		Business Environmetal Analysis	Analyze the environment surrounding the business: SWOT (OT), scenarios
3	/	Issue development	Understand all the work in the section: issue development (DDT), PDCA
		Vector of behavior	Align vectors: motivation, (facilitation))
		Logical Thinking	Make decisions based on what is right: Logical Thinking
4	/	Leadership	Taking the lead: leadership, (coaching)
		What the department should be	Complete the DDT of the department.
		Assessment Indicator Management	Types of evaluation indicators and how to use them (with a focus on productivity indicators)
5	/	Negotiation	Negotiation with stakeholders: negotiation techniques, customer feedback
		Departmental Objectives and Actions	Goal management and action plans: verification of results through departmental DDTs and team/unit DDTs
		For the final report	Organize group and individual themes
6	/	Self-Development	Developing Professional Competencies:.
			Remember to reflect on yourself
		Final Debriefing	Report training outcomes to the senior managers

Please introduce yourself (Name: _____)

Please make a speech to all participants at the beginning of the first day.

Self-introduction (one-minute speech)

- Affiliation and duties

- What you hope to gain from this training and what you expect to this training

- What are your aspirations and enthusiasm to this training

- Other (selling points)

Please list three (3) strengths and three (3) weaknesses in your division

Please take this opportunity to raise the strengths and weaknesses of each department. This is not limited to technology and skills, but can also be from the perspective of workplace atmosphere, culture, individuals, etc. Three points each from the most important ones. This will be used on the first day of this training.

Name ：

(Strength)

・

・

・

(Weekness)

・

・

・


RUN


RUN

Part 2 What's a Manager?

General Manager：Chief of Headquarters

Senior Manager：Head of Department

Manager：Section Manager, Section Chief

Section Managers are both managers and leaders.

- management?
  - Managing the progress of team members' work
  - Opinions from team members and appeals
- "Leaders in the field" + "Managers"
  - Responsibility for Results
    - Work Results
    - Everything that happens on site: health and safety, productivity, organization, 5S etc.
  - An organization where members work together toward a common goal
    - Work with enthusiasm
    - Dreams and clear goals

Managers also come in a variety of ways.
Small and medium-sized enterprises, mid-sized enterprises, large companies



What is the leadership of section managers?

Leadership: Leadership and leadership skills as a leader

◆It is important for the leader to create a situation where team members can also have information and work together as much as possible!

- Share all the information you know with your team members and share your wisdom with them.

◆A team that ~~follows your instructions~~

➡ Team members who act on their own initiative

- Help if you need
- Leaders take responsibility

Communication

"A true leader is not someone who lets people do what they want to do, but someone who can make people want to do what they want to do.“

*** Michael Hammer, James Champy, "The Re-Engineering Revolution"**

Work with a sense of purpose

- Create your own goals from "what you want to be" and "what you should be“
  - View work as your own
  - Never be satisfied with what you are given, but always innovate in your own way
- Unlimited creativity and ingenuity are possible
  - Within the constraints of instructions from the company
  - Simply passing on instructions from the general manager does not produce originality and ingenuity.
  - Think for yourself and create your own work
- Always remember to be ambitious
  - A section manager must work hard for his/her subordinates and work hard for the good of others
  - Communication to bring people together and professional ability to organize department
  - The ability to improve at the level of the section manager is necessary.

12 Principles for Section Manager (1)
-Developing the Organization-

1. Always consider the development of the department or division
   - Keep an open mind
2. Have high goals
   - Increase your competitive spirit
3. Clearly communicate your ideas and dreams to your superiors and subordinates
   - Improve your ability to persuade and express yourself
4. Understand all operations in the department
   - Attention to detail
5. Make decisions based on what is right
   - Be able to logically explain why you made the decision you did

12 Principles for Section Manager (2)
- Getting team members to Achieve Goals -

6. Get the most out of your team
   - Align vectors
7. Take the lead
   - Be a fighter
8. Focus on negotiating with business partners and other departments within the company
   - Put the customer first
9. Keep an eye on team members at all time
   - Develop trusting relationships with members
10. Praise and scold members
    - Accelerate members' growth

12 Principles for Section Manager (3)
-Developing Your Own Abilities-

11. Superior expertise in a particular field
    - Increase curiosity
12. Remember to reflect on yourself
    - Superior expertise in a specific field

添付資料 14　EDL 経営改革委員会説明資料

添付資料 14

Current Issues of EDL

JICA Expert Team

July 21, 2022

Vientiane and Tokyo

Current JICA Power Sector Cooperation Program for Laos

Power Sector Policy Advisor
Strengthen MEM's power development policy and planning, institutional and technical capacity

Strengthen power policy capacity

Sep 2020-Mar 2023

Issue
EDL finance/organization
Use of the EDL-T
Surplus hydroenergy
Stable system operation
Renewable energy
Power system development

Achieving a Sustainable Lao Power Sector
Efficient, sustainable, and stable supply of electricity
Promotion of intra-regional power sharing
EDL Financial Improvement

System operation improvement

EDL management improvement

Power Quality Improvement through Upgrading Grid Code and Strengthening Its Enforcement System
Technical cooperation for the purpose of improving GC and enhancing system operation capacity

Feb 2021-Jan 2024 (may be extended)

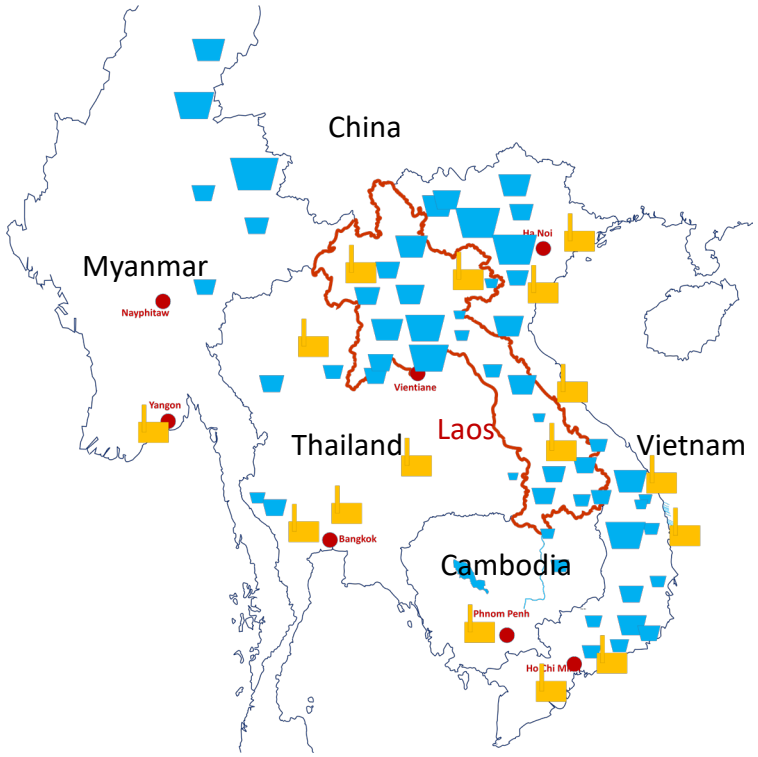
Improvement of Power Utility Management
Cooperation in strengthening the EDL's organizational management structure and capacity in order to adapt itself to the challenges it faces

Oct 2021-Mar 2024

Current Situations of EDL

Power System in Laos

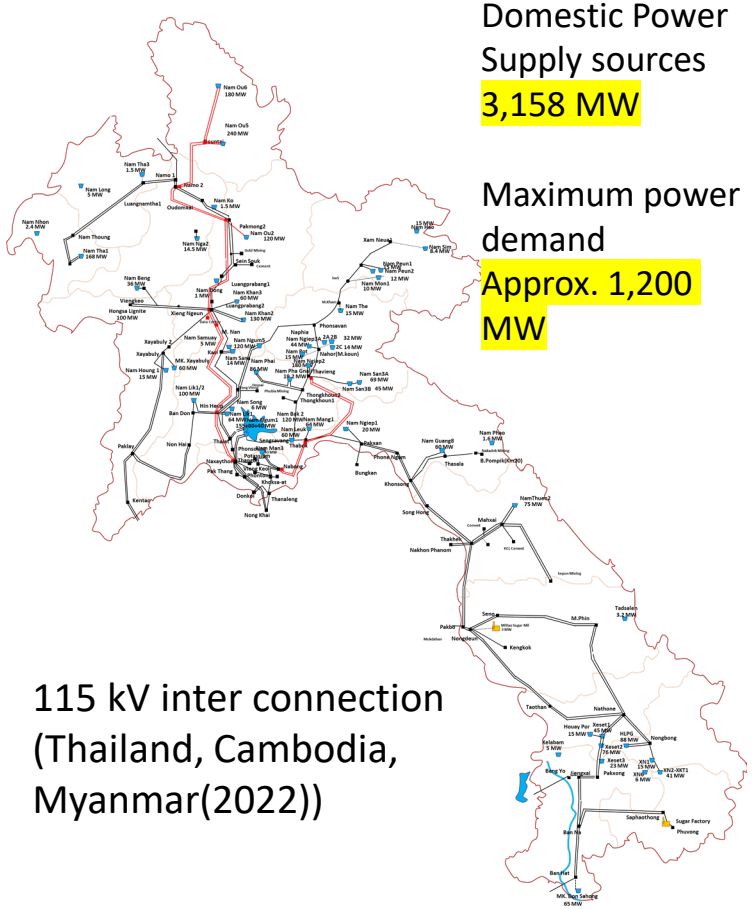
Location of Laos



Main hydropower and thermal power stations (including planned ones)

Power System in Laos around 2020

Domestic Power Supply System



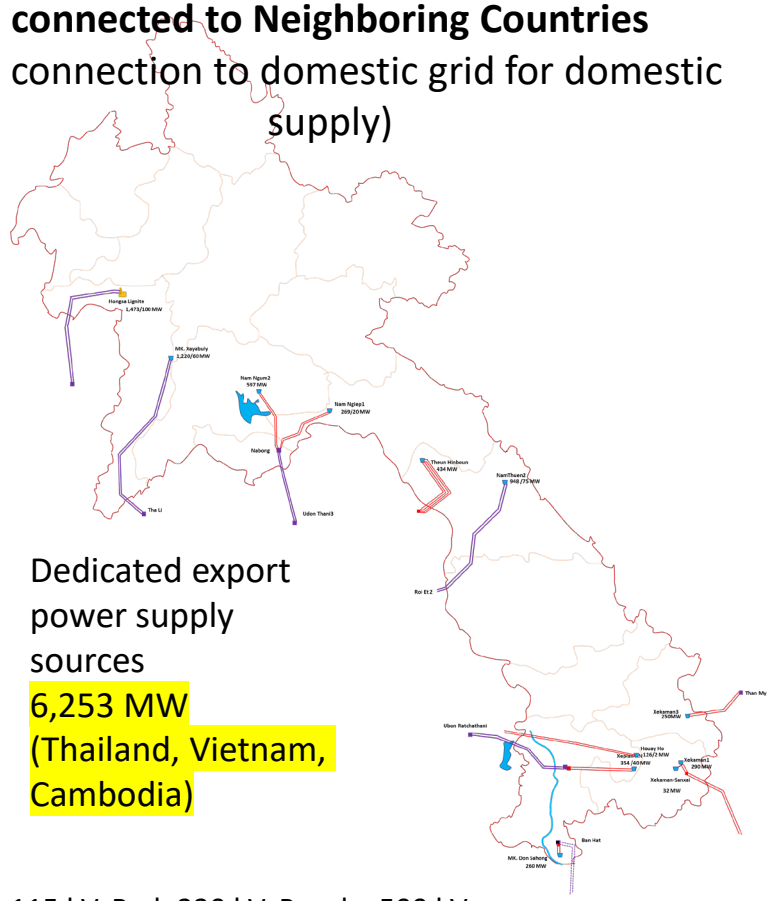
Domestic Power Supply sources
3,158 MW

Maximum power demand
Approx. 1,200 MW

115 kV inter connection (Thailand, Cambodia, Myanmar(2022))

Export-dedicated Power Lines directly connected to Neighboring Countries

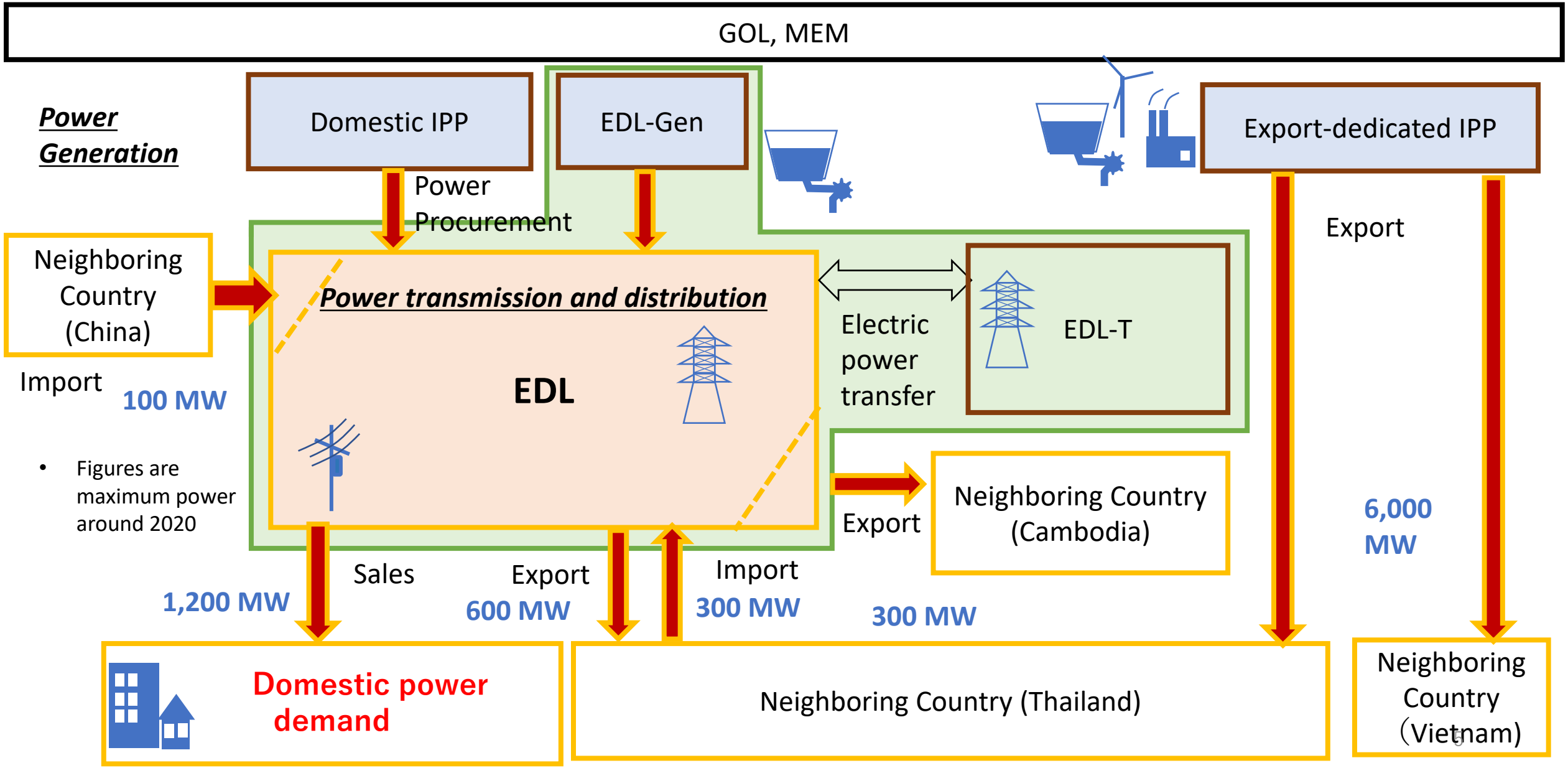
(No connection to domestic grid for domestic supply)



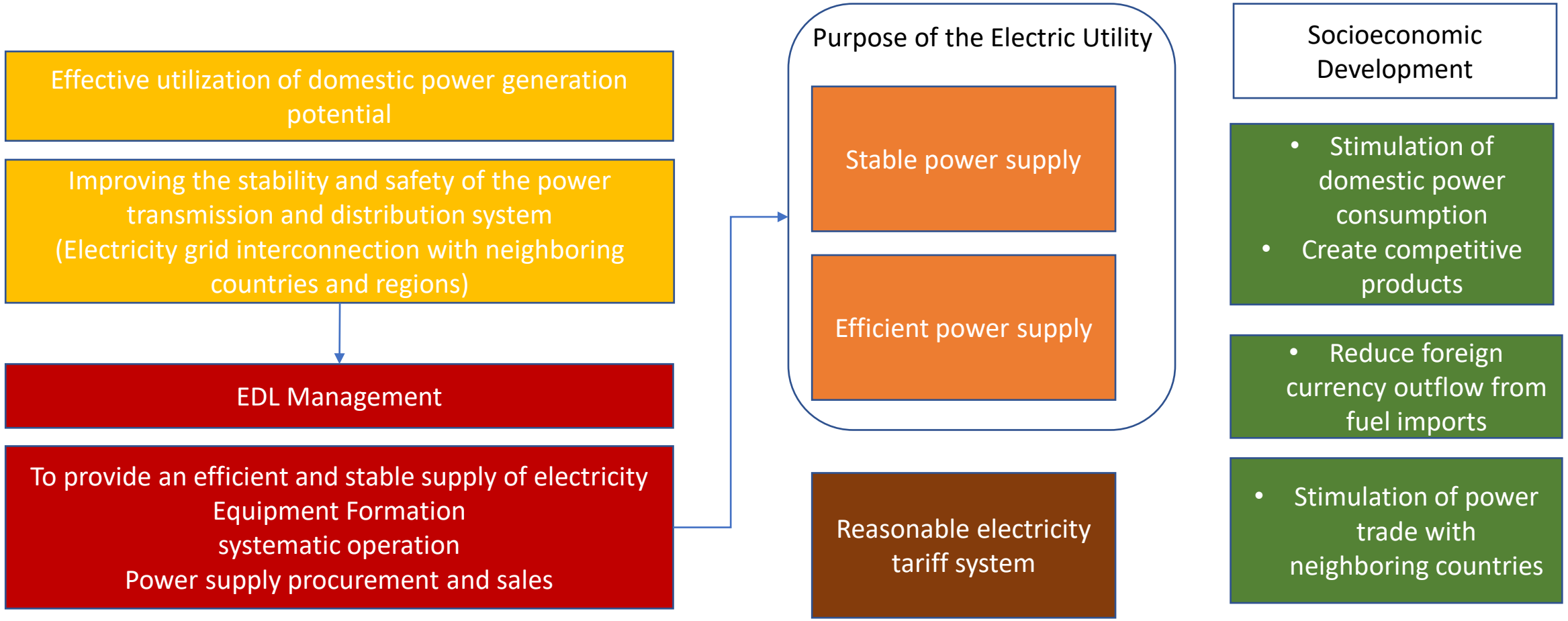
Dedicated export power supply sources
6,253 MW
(Thailand, Vietnam, Cambodia)

Black: 115 kV, Red: 230 kV, Purple: 500 kV

Lao Electricity Sector and EDL's Business Areas

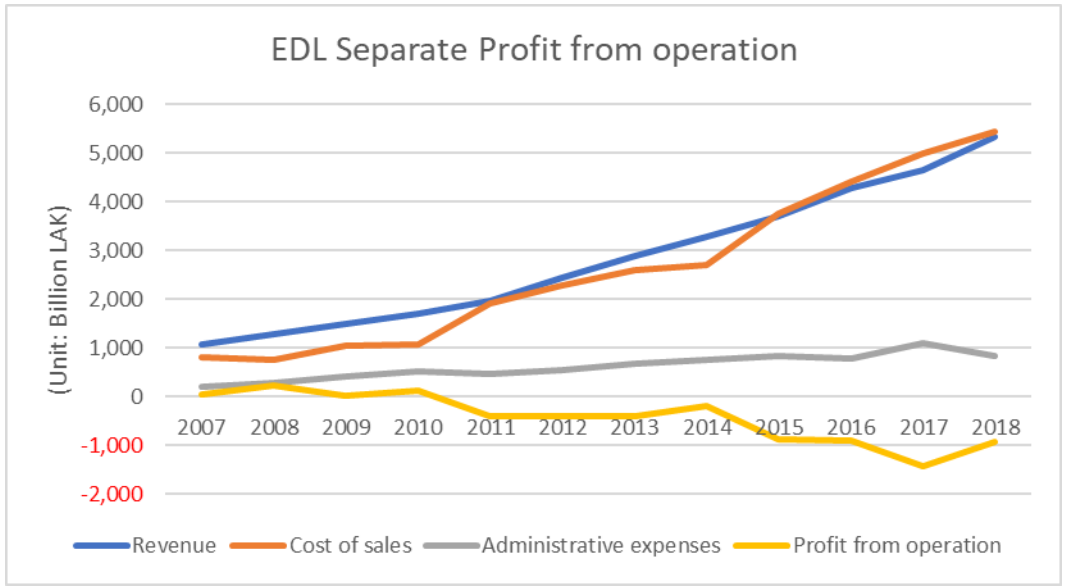


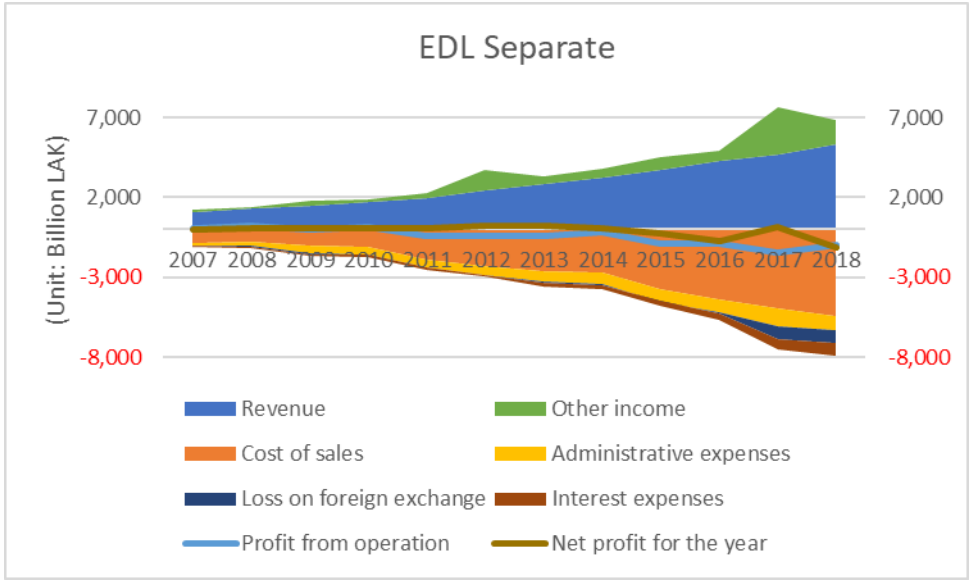
Laos Electricity Sector Goals

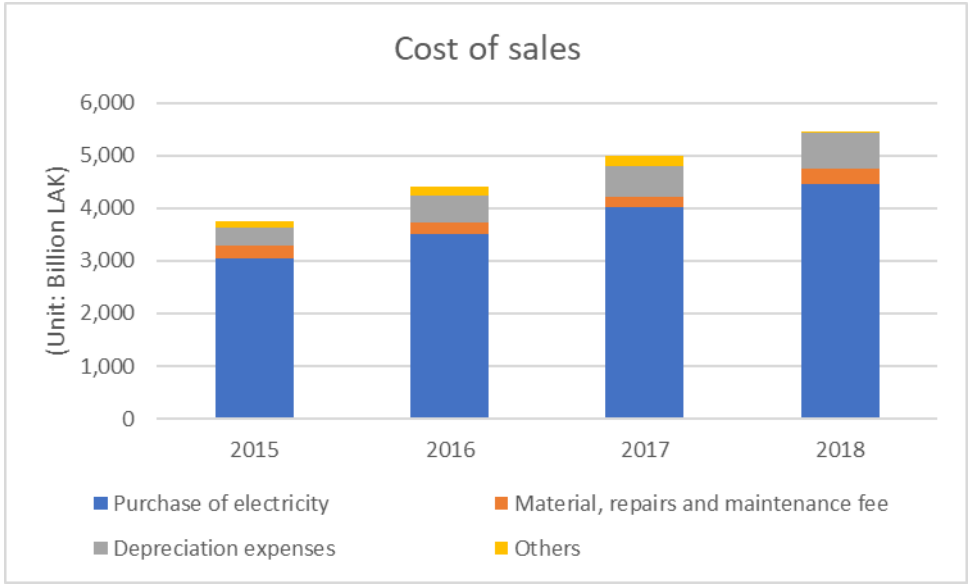


(Source: summarizing EDL's Vision / Mission / Challenges, 2022)

EDL Financials (Income Statement up to 2018)



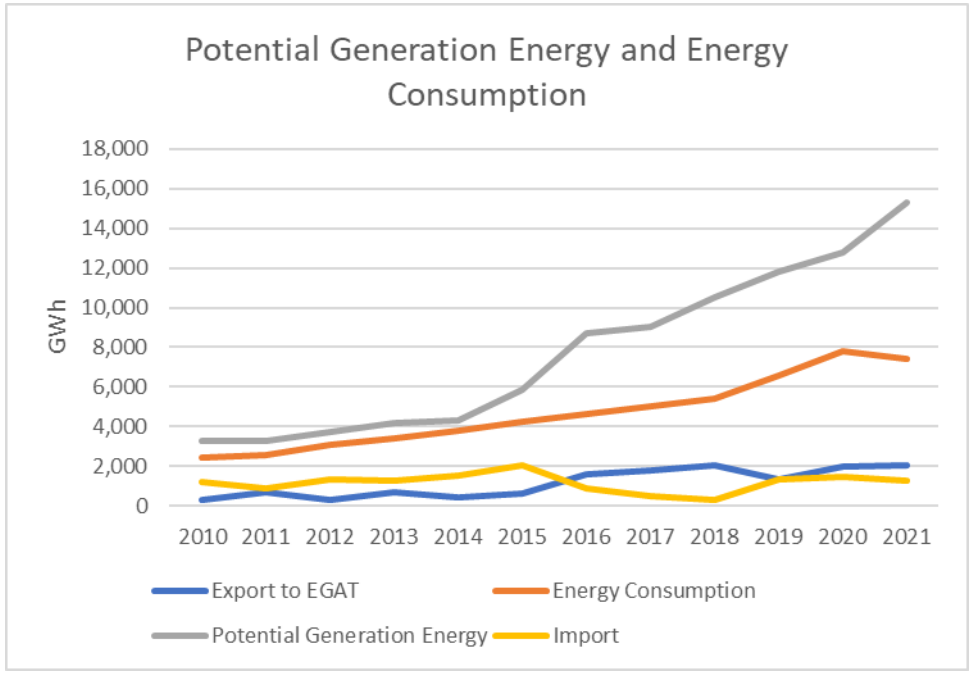




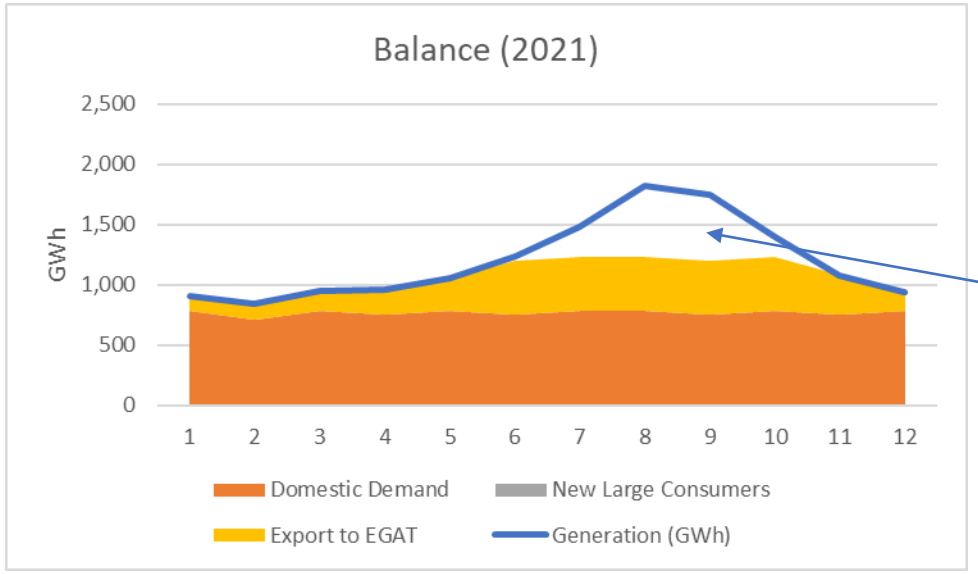
- Electricity sales revenue is growing, but cost of sales is increasing and profitability is deteriorating.
- Approximately 80% of cost of sales is for the purchase of electricity from power generation companies, and the increase in electricity purchase costs is a factor in the deterioration of profitability.

Problem of Increased Power Purchase Cost
<Generation of Surplus Power in Domestic Power Supply System of Laos>

One of the reasons for the deterioration in earnings is that the revenue from the sale of electricity no longer balances with the cost of procuring electricity to generate power.



(Source: Estimated from available electricity generation data obtained from MEM and annual electricity demand data from EDL)



Generation of excess power

Hydropower plants are built on the assumption that the EDL will purchase all the power that can be generated. However, in recent years, the amount of power that can be generated has become too large, resulting in surplus power that cannot be sold. While payments from the EDL to the power producers occur as usual according to the deemed amount of power, the power cannot be sold, resulting in smaller sales and worsening EDL's financial situation.

Increase in Debt

- We are told that EDL has loans of more than 10 times its annual sales.
  - Solving its huge amount of debt in comparison with the sale of assets to EDL-T or annual sales of electricity seems to require significant reforms.

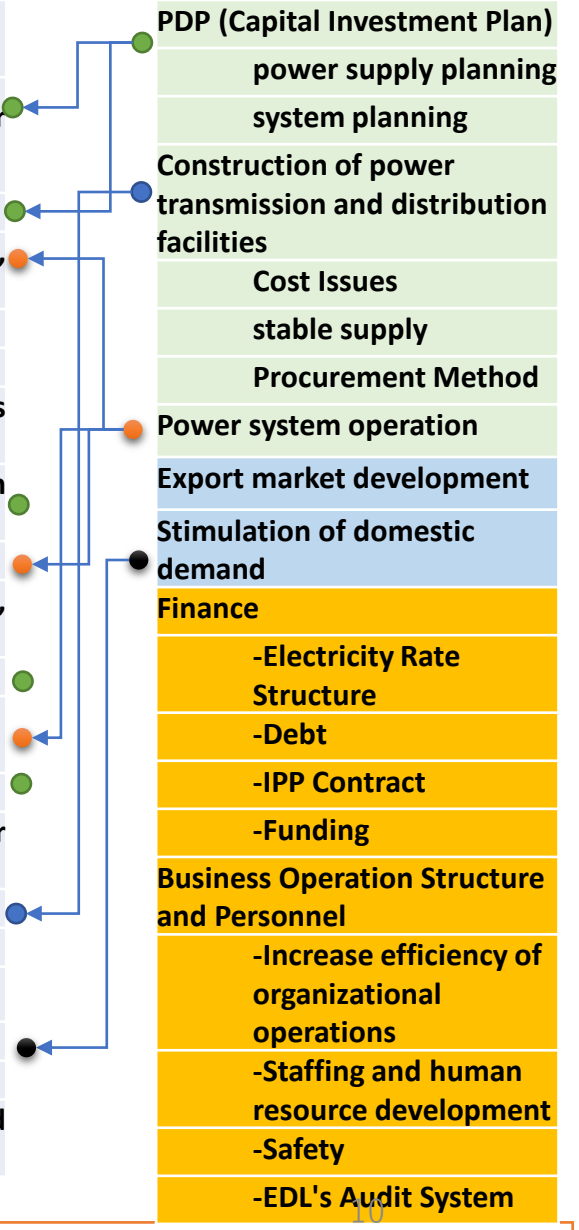
- The main breakdown of debt is believed to be devoted to investment in EDL's transmission and distribution facilities.

- Challenges in investing in power transmission, substation and distribution facilities
  - High cost may occur compared to typical unit price of facilities.
  - It is considered to include wasteful facilities less urgently necessary.

- **Debt repayment methods need to be identified, reviewed, scheduled, and simulated.**
  - Otherwise, without enough funding, effective improvements will be difficult.
- **The cases of JR and the Japan Highway Public Corporation in Japan and also PSALM in the Philippines may be instructive.**

EDL Challenges

	Purpose		Measure	Current Urgent Issues	Response (main points)
1	Stable power supply	1-1	Prepare adequate power supply	Power shortages during the dry season	Power supply planning (supply-demand balance forecast, analysis software, power supply comparison, etc.), power system planning
		1-2	Stable supply of quality electric power	Frequent power outages	Power system planning (analysis software, voltage maintenance planning, etc.)
					Power system operation (accident aspect recording, analysis, analysis software, accident reporting, etc.)
					Protection Relay Device Retrofit
					NCC SCADA Update
					GC maintenance (grid-side quality rules, receiving facility connection specifications procedures, accident reporting, etc.)
		1-3	Renewable energy	Introduction of solar power (e.g. in a solar power plant)	Power supply planning (e.g., day/night reservoir operations), power system planning (e.g., voltage maintenance planning)
					Power system operation (output forecasting, etc.)
					GC maintenance (grid-side quality rules, solar connection specifications, procedures, etc.)
2	Efficient power supply	2-1	Reduction of Power Procurement Costs <Cost of sales>	Excess power	Power supply planning, power system planning
					System system operation (supply and demand operation, etc.)
		2-2	Reduction in cost of power transmission and distribution facilities ＜Cost of sale>	Avoiding wasteful facility planning	Power system planning (Cost comparisons and reductions at the time of planning, locally produced for locally consumed plans)
					Project bidding (Introduction of competitive bidding, enhanced screening, etc.)
		2-3	Increase in electricity sales ＜Sales revenue>	Prospects for bitcoin, silicon mining, ammonia production, etc.	Information gathering and promotion of new demand (hydrogen, ammonia, etc.)
					Promotion of Electric Vehicles
					Export expansion
					Tariff system (Inter-seasonal rate differentials, balance between cost recovery and public benefit, time of use, type of use, etc.)



Requiring management improvement, organizational business improvement, system improvement, GC maintenance

Frequent Power Outages

- Establishment of Rules
  - Prediction of grid status at normal and abnormal conditions in advance (GC, grid operation manual)
  - Specification and operation of grid-side equipment (grid protection devices, voltage regulation, etc.).
  - Specification and operation of equipment on the generation and consumer side.
  - Analysis and reporting of accident causes, etc.
- Compliance with Rules
  - The voltage on the grid side was not adjusted according to the rules. Or the rules were not clear. (GC)
  - The specifications of the equipment on the consumer side were not installed according to the rules that would allow the equipment to continue to operate according to changes in the voltage on the grid side, or the rules were not clear. (GC) ,etc.
- Maintenance of Tools
  - Maintenance of grid analysis software and NCC system

Utilization of Surplus Electricity

1. increase in electricity sales

- Since the end of last year, there have been applications and plans for new large-scale demand such as digital mining, silicon mining, and ammonia production*, and sales of excess power are expected to improve financials.
- *The domestic electricity supply in Laos is almost 100% natural energy, so there is added value as a clean manufactured product.
- New power sources are needed in later years as supply capacity becomes insufficient during the dry season depending on the amount of increase in electricity demand.

2. Power export

- Conversion of domestic surplus hydropower plants for export
- Export from the domestic power system

3. Challenges of coal-fired power development

- Coal-fired power development had been considered for the shortage of supply capacity in the dry season after surplus utilization, but it is believed that the development of coal-fired power is becoming uncertain due to decarbonization orientation, financing, and other factors, and alternative sources should be considered.

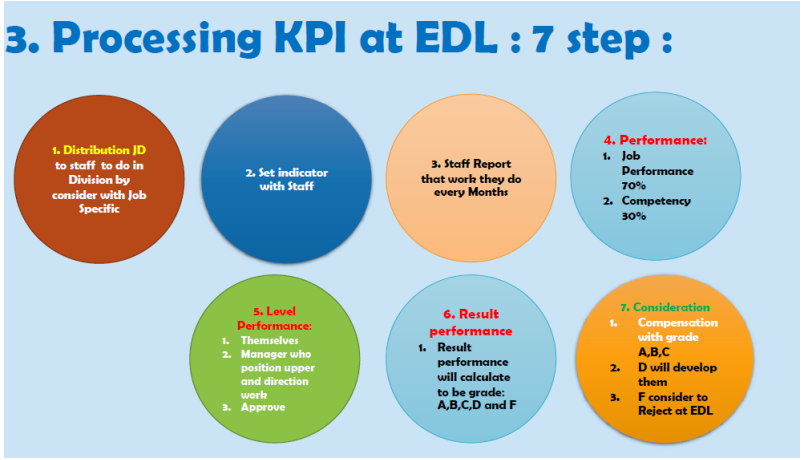
Supply-demand Balance under Review - Toward More Appropriate Facility Planning

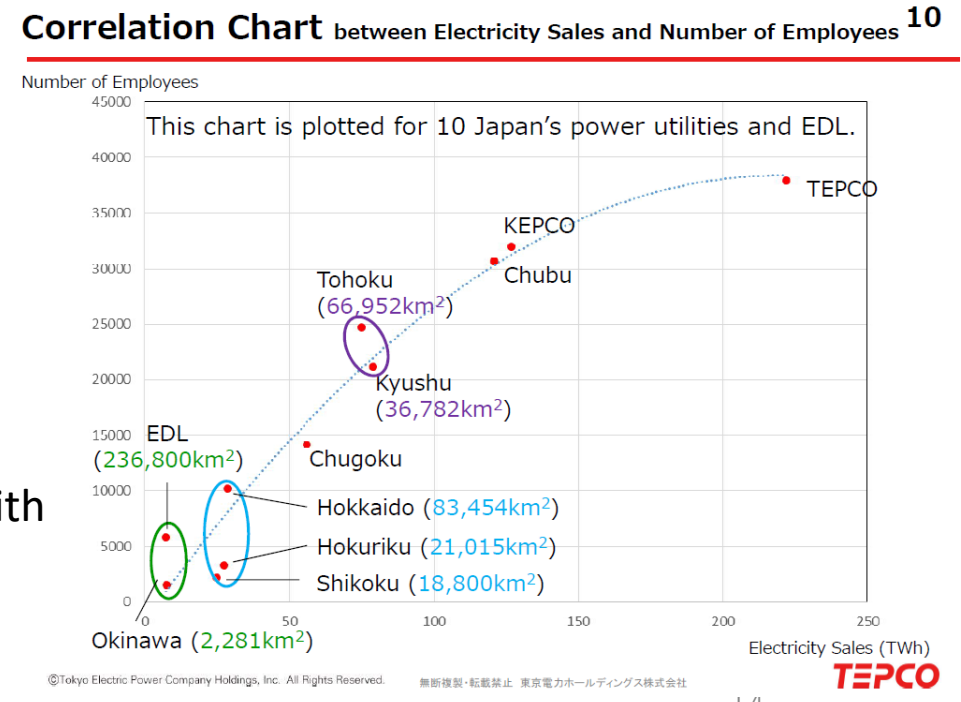
- Issues for consideration
  - The pattern of power supply planning is not set in stone.
  - Estimating the amount of electricity that can be generated by a hydroelectric power plant
  - Optimal operation of hydropower plants (may need to require software)
- New large scale power demand will considerably increase the amount of electricity sold, contributing significantly to financial improvement
- Accurate capital investment plans need to be developed. Followings are an example of facility planning scenarios for financial simulation. (later discussed with EDL, MEM)
  - (1) Treatment of completed Nam Ou1-7, 1,272 MW (to Vietnam, to other countries (Myanmar, China), or to remain domestic)
  - (2) Whether or not to expand domestic-EGAT interconnection (domestic grid stability and reliability issues, EGAT requests), and other interconnections.
  - (3) Prospects for coal-fired power for the dry season (difficult to finance, probably quit due to decarbonization)
  - (4) Demand (Bitcoin and other large schedules, EV, etc.)

EDL HRD and Organization Improvement

1. The team are now assisting in how to formulate strategies, organizational goals, and business descriptions using the BSC methodology
2. In EDL, about Human Resource Development,
   - Training program under review
   - Temporary introduction of personnel evaluation
     - The HR Division is trying to establish a management system using KPIs. The main objectives are as follows(1) Improve employee performance (competitiveness, initiative, etc.)(2) Provide compensation in proportion to the amount of work performed(3) Improvement of operational efficiency(4) Promotion and skill development of employees using the human resources database

The team will analyze the above and make recommendations and analyze the organization's workflow.





Number of staff in comparison with Japanese power utilities

Schedule of JICA Improvement of Power Utility Management

			2021	2022	2023	2024
Corporate Management Strategy						
1.1		To review outline of the Balanced Score Card (BSC) for EDL drafted in the preparatory process, and study existing visions, missions and relevant operation/business/financial plans in EDL.				
1.2		To study appropriateness of the structures and governance systems of EDL including GOL's regulatory frameworks and institutions, and EDL's subsidiaries.				
1.3		To examine effectiveness of existing management frameworks such as ISO 9001 and propose improvement plan for quality management system.				
1.4		To learn practical lessons from power utilities in other countries, such as Japan, about process of establishing the corporate strategies, their monitoring and implementation mechanisms, and PDCA cycles.				
1.5		To learn how to develop corporate plans such as business plan, financial plan, human resource management and development plan, securing consistency with EDL's strategy.				
1.6		To elaborate and finalize EDL's corporate strategy using strategic framework such as BSC, and develop / revise relevant plans				
1.7		To analyze and propose measures to strengthen institutional capacities for continuously improving performance of EDL, such as internal auditing system, disclosure mechanism, regulatory systems and so on.				
Organization						
2.1	1	To learn analytical frameworks of management efficiency for power utility companies				
2.1	2	Propose an organizational development plan for EDL, and select priority departments/fields such as power system planning, construction, operation and maintenance of power system.				
2.2		To analyze job descriptions, actual work flows, practices and working references (Standard Operating Procedures: SOPs) such as manuals and guidelines in prioritized departments / fields identified in 2.1 in EDL, and propose guiding principles for efficiency improvement.				
2.3		To propose detailed measures for improving management efficiency in prioritized departments utilizing practical tools such as "Kaizen" (meaning improvement) activities.				
2.4		To implement PDCA cycle and revise measures proposed in 1.				
Human Resource Management						
3.1		To review human resource development plan and practices in EDL and identify priority needs in administrative and management areas.				
3.2		To consider effective approaches and actions to be taken to improve the matters				
3.3		To review the way EDL conducts personnel evaluation.				
3.4		To learn other utility companies' cases of human resource development programs and personnel evaluation systems.				
3.5		To develop HRMD plan to effectively support in achieving EDL's strategy.				
3.6		To prepare training programs for priority themes in management, and ℃arry out training of trainers (TOT) through on/off-the job trainings.				
3.7		To evaluate effectiveness of HRMD and make modifications.				
Finance						
4.1		To analyze EDL's financial plan and management methods and practices.				
4.2		To learn good practices and lessons from other utility companies including Japanese utility companies' cases about efficient financing methods such as long-term borrowing,				
4.3		To study tariff structure including transaction mechanisms, and calculation methods taking into consideration restructuring of EDL and its new business model.				
4.4		To propose electricity products to be developed, and examine options for appropriate tariff structures to maximize EDL's potential and minimize its risks.				
4.5		To develop financial and tariff plan summarizing results of above works.				

Schedule of JICA Power Quality Improvement through Upgrading Grid Code and Strengthening Its Enforcement System

Activities	Sub-Activities	Year	2021				2022				2023			
			2-4	5-7	8-10	11-1	2-4	5-7	8-10	11-1	2-4	5-7	8-10	11-1
Output 1: The GC is properly developed.														
1.1	**Survey and evaluation of the existing Grid Code**	Plan												
		Actual												
1.1.1	Survey of the power sector structure in Laos	Plan												
		Actual												
1.1.2	Organizing information on Grid Codes based on the GMS standards and international standards	Plan												
		Actual												
1.1.3.	Organizing the current Grid Code and extracting issues	Plan												
		Actual												
1.1.4.	Organizing the current regulations and manuals, issues	Plan												
		Actual												
1.2	**Grid Code development**	Plan												
		Actual												
1.2.1	Clarification of the position of the Grid Code in this Project (including the relationship with EDL-T)	Plan												
		Actual												
1.2.2	Organize the scope of the Grid Code	Plan												
		Actual												
1.2.3	Development of Grid Code	Plan												
		Actual												
Output 2: The rules and manuals are properly developed for appropriate planning and operation of interconnection system.														
2.1	**Survey and evaluation of the current power system and extraction of issues**	Plan												
		Actual												
2.1.1	Survey of current power system planning and practices, and extraction of issues	Plan												
		Actual												
2.1.2	Survey of current power system operations and practices, and extraction of issues	Plan												
		Actual												
2.1.3	Survey of MEM's supervision system and identification of issues	Plan												
		Actual												
2.1.4	Survey of NCC and RCC work assignments and problem identification	Plan												
		Actual												
2.2	**Development of technical regulations and manuals related to supply reliability, frequency, voltage, and stability**	Plan												
		Actual												
2.2.1	Survey of technical regulations and manuals relevant to the current situation of the power system of Laos	Plan												
		Actual												
2.2.2	Creation of a roadmap for the development of power system grid operation manuals	Plan												
		Actual												
2.2.3	Development of system planning and operation manuals consistent with work practices based on the roadmap	Plan												
		Actual												
2.3	**OJT and training in the development and the operation of regulations and manuals**	Plan												
		Actual												
2.3.1	Designing a training program to enhance the capacity of system planning and operational work	Plan												
		Actual												
2.3.2	Capacity building training in grid planning and operations	Plan												
		Actual												
2.3.3	OJT for improvement of regulations and manuals	Plan												
		Actual												
2.3.4	Training in power system operation technology (power plant output control, grid voltage regulator, use of meteorological data, etc.)	Plan												
		Actual												
Output 3: Operational systems, including monitoring of MEM and EDL, are strengthened.														
3.1	**Development of monitoring system for MEM and EDL**	Plan												
		Actual												
3.1.1	Proposal for internal audit system	Plan												
		Actual												
3.1.2	Proposal for institutional structure for future revisions to the Grid Code	Plan												
		Actual												
3.1.3	Proposal for a revision mechanism that is consistent with work practice	Plan												
		Actual												
3.1.4	Development of a system for revising technical regulations and manuals related to power quality	Plan												
		Actual												
3.1.5	Proposal for a coordination system with the neighboring countries	Plan												
		Actual												
3.1.6	Proposal for a system for planning, reporting and evaluation of implementation and improvement	Plan												
		Actual												
3.2	**PDCA (Plan, Do, Check and Action)**	Plan												
		Actual												
3.2.1	Based on 3.1, to practice PDCA for Grid Code planning, operation and review.	Plan												
		Actual												
3.2.2	To verify the appropriateness of the GC operation system by implementing PDCA cycle.	Plan												
		Actual												
3.2.3	To establish the institutional capacity for continuous PDCA cycle.	Plan												
		Actual												
Pilot Project （Fault Analysis Recording, Estimation of Solar Outputs system)		Plan												
		Actual												

Examples in Japan

Japanese National Railways Reform (1987)

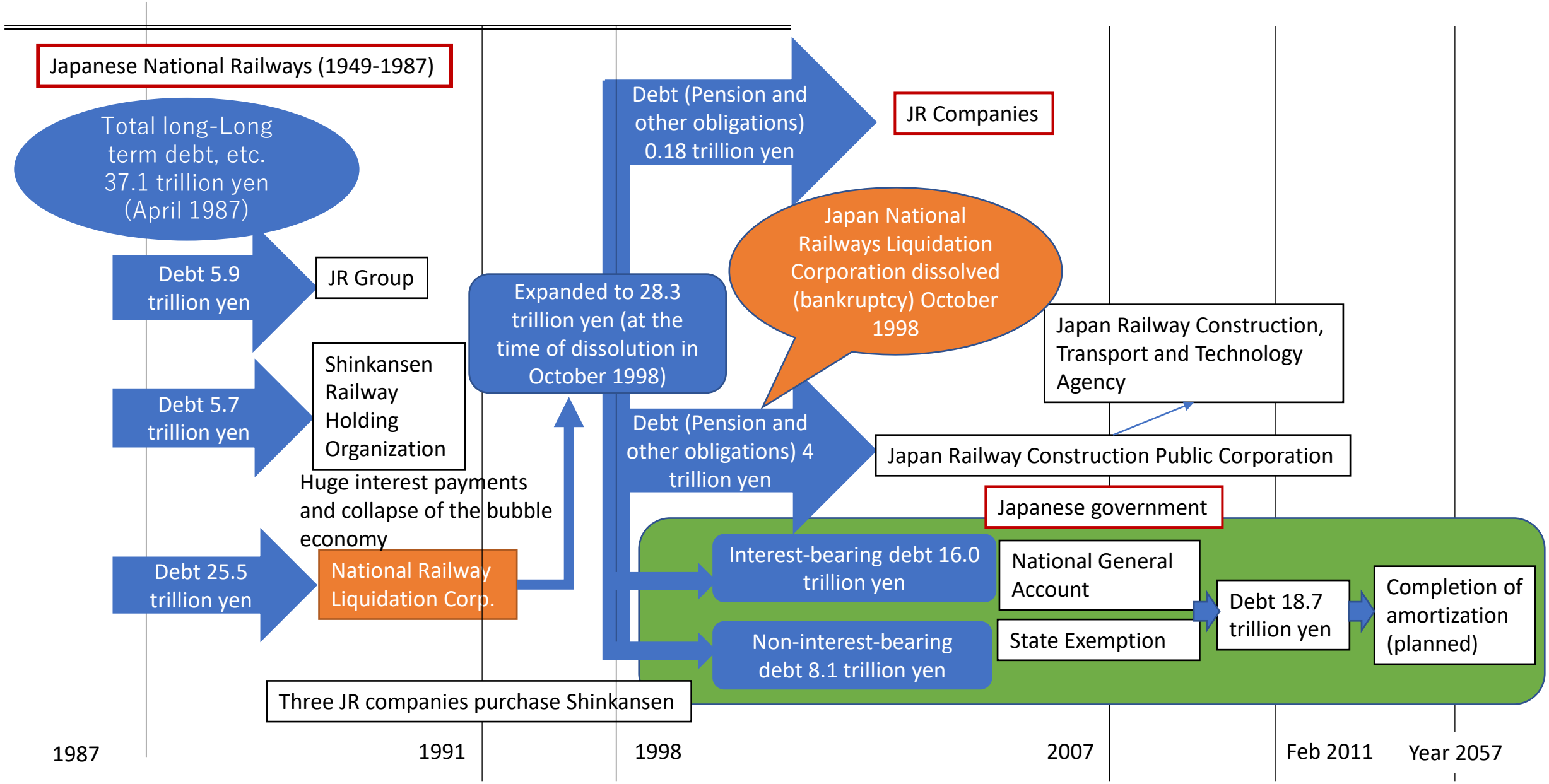
Japanese National Railways (JNR) Dept: 37trillion Yen (Apr. 1987)

7 JR operation Companies : Dept(11tril.Yen)

①JR Hokkaido ②JR East ③JR Tokai ④JR West ⑤JR Shikoku ⑥JR Kyushyu ⑦JR Freight

JNR Settlement Corporation : Dept(26tril.Yen) and Assets(Stock and Property)

Example of Debt Disposal < Scheme of Debt Disposal of former Japanese National Railways>



(Source: Created from a book written by Professor Nagayama of Kyoto University (2012))

Japanese Public Highway Privatization Reform (2005)

①Japan Highway Public Corporation (JH)

②Metoloporitan Highway, ③Hanshin Highway, ④Bridge Authority

Dept: 40 trillion Yen

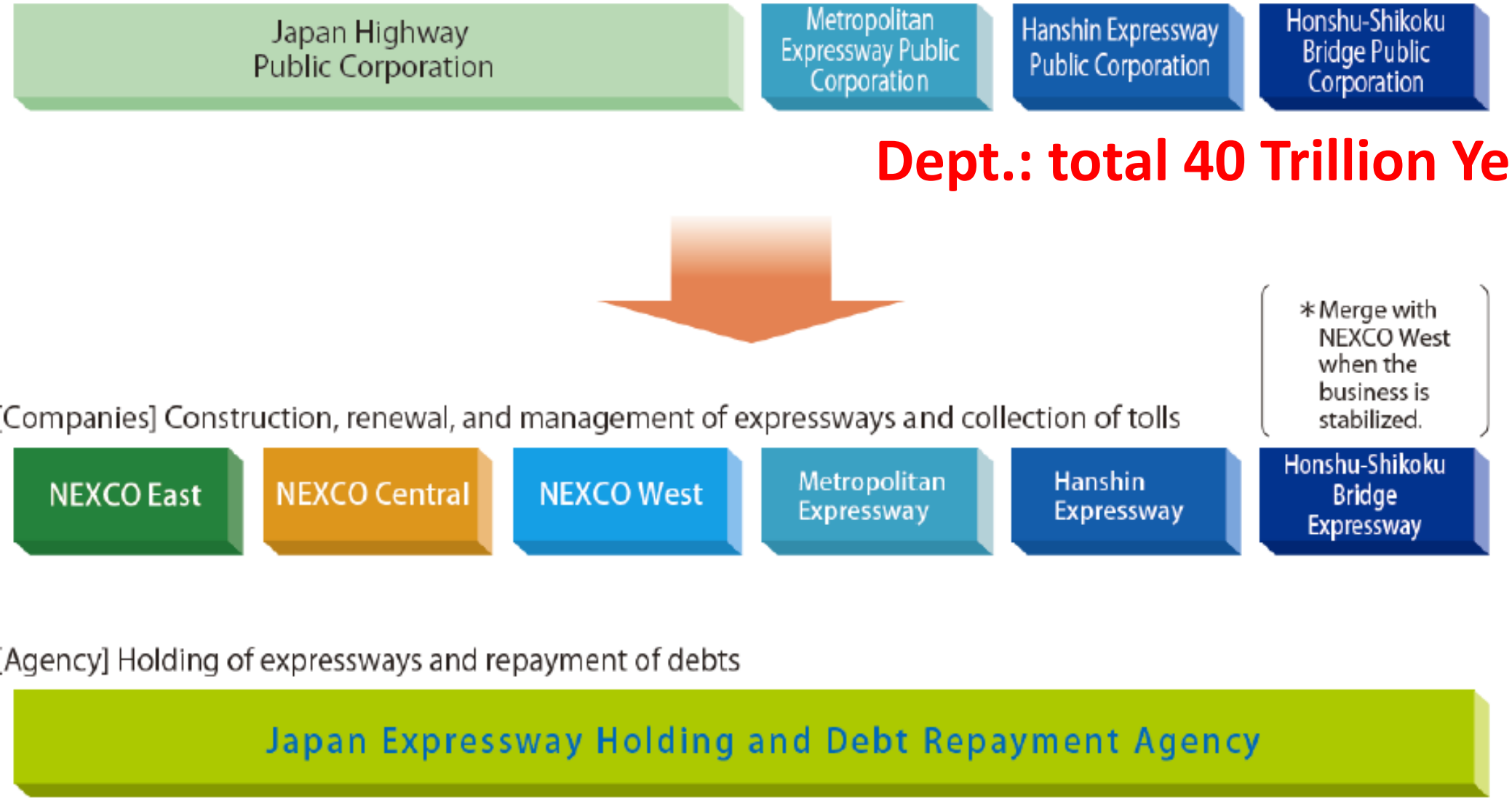
6 Highway Private Companies (Construction, O&M) : Dept.(11 tril. Yen)

①East ②Central ③West ④Metolo

⑤Hanshin ⑥Bridge

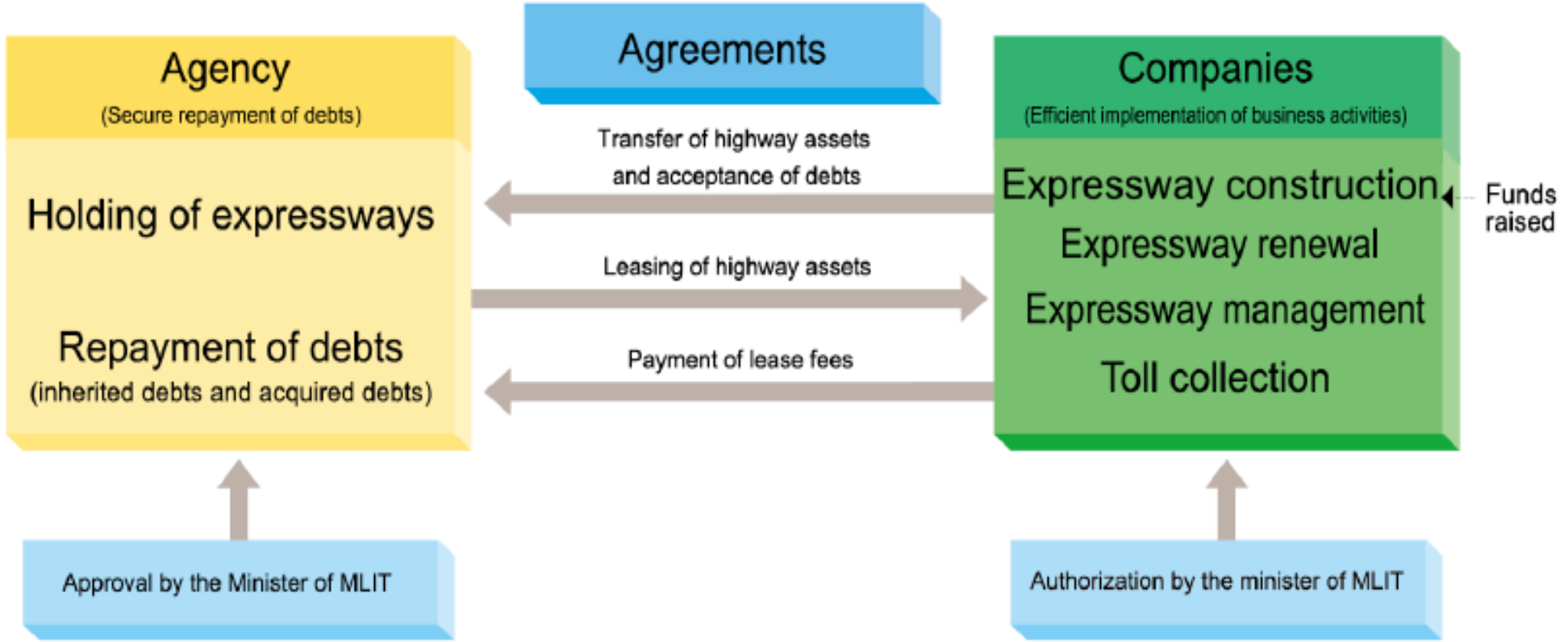
Japan Expressway Holding and Dept. Repayment Agency : Dept(26 tril. Yen) and Assets(Stock and Property)

Japanese Public Highway Privatization Reform (2005)



Japanese Public Highway Privatization Reform (2005)

◆ Scheme for the Implementation of Expressway Business Activities by Agency and Companies



*Paragraph 3, Article 23 of the Law concerning Special Measures for Highway Improvement provides that the expiration date for collection duration of expressway tolls by the Companies and the expiration date of road asset leasing period from the Agency to the Companies shall be before September 30, 2065.

TEPCO's Knowledge (1) Organization

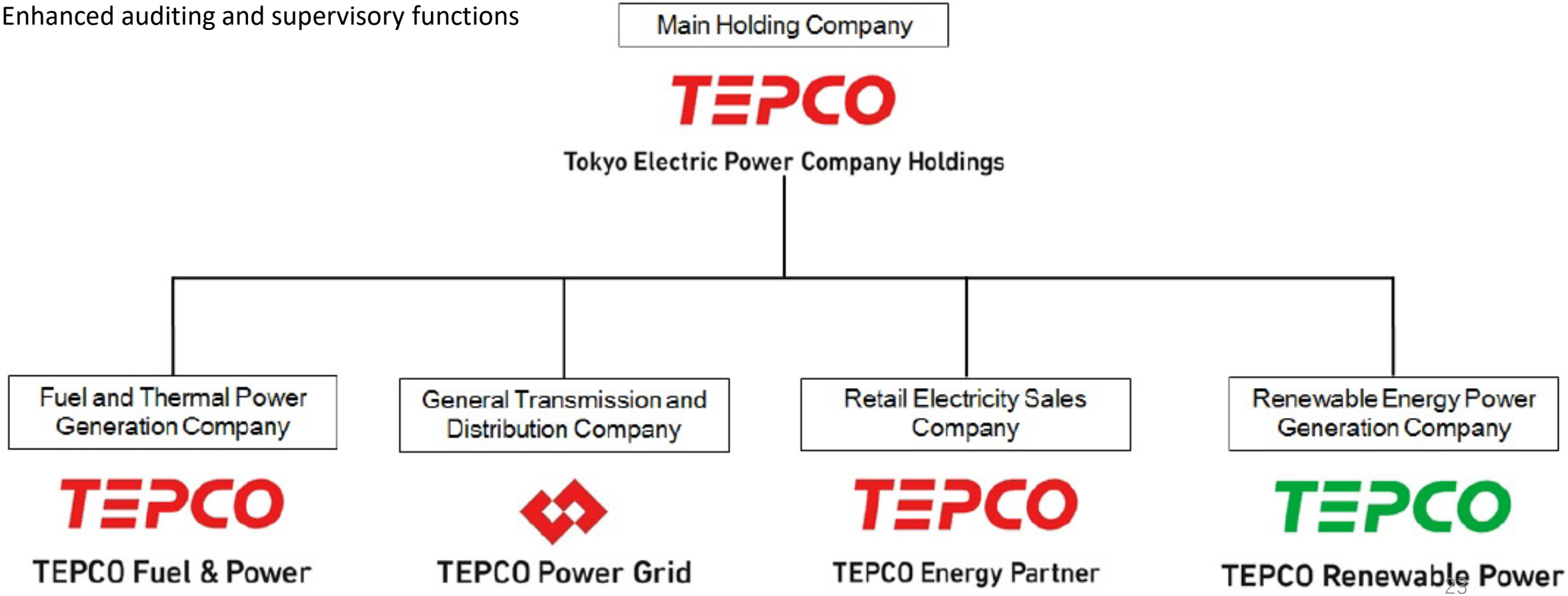
In 2016, TEPCO transitioned to a holding company system to further enhance its corporate value through the optimal allocation of management resources and a robust corporate governance system encompassing its entire group.

① Legal and ethical compliance

② Appropriate and prompt decision-making

③ Efficient business execution

④ Enhanced auditing and supervisory functions



TEPCO's Knowledge (2) Governance

TEPCO adopted company with committees to further improve the objectivity and transparency of its management

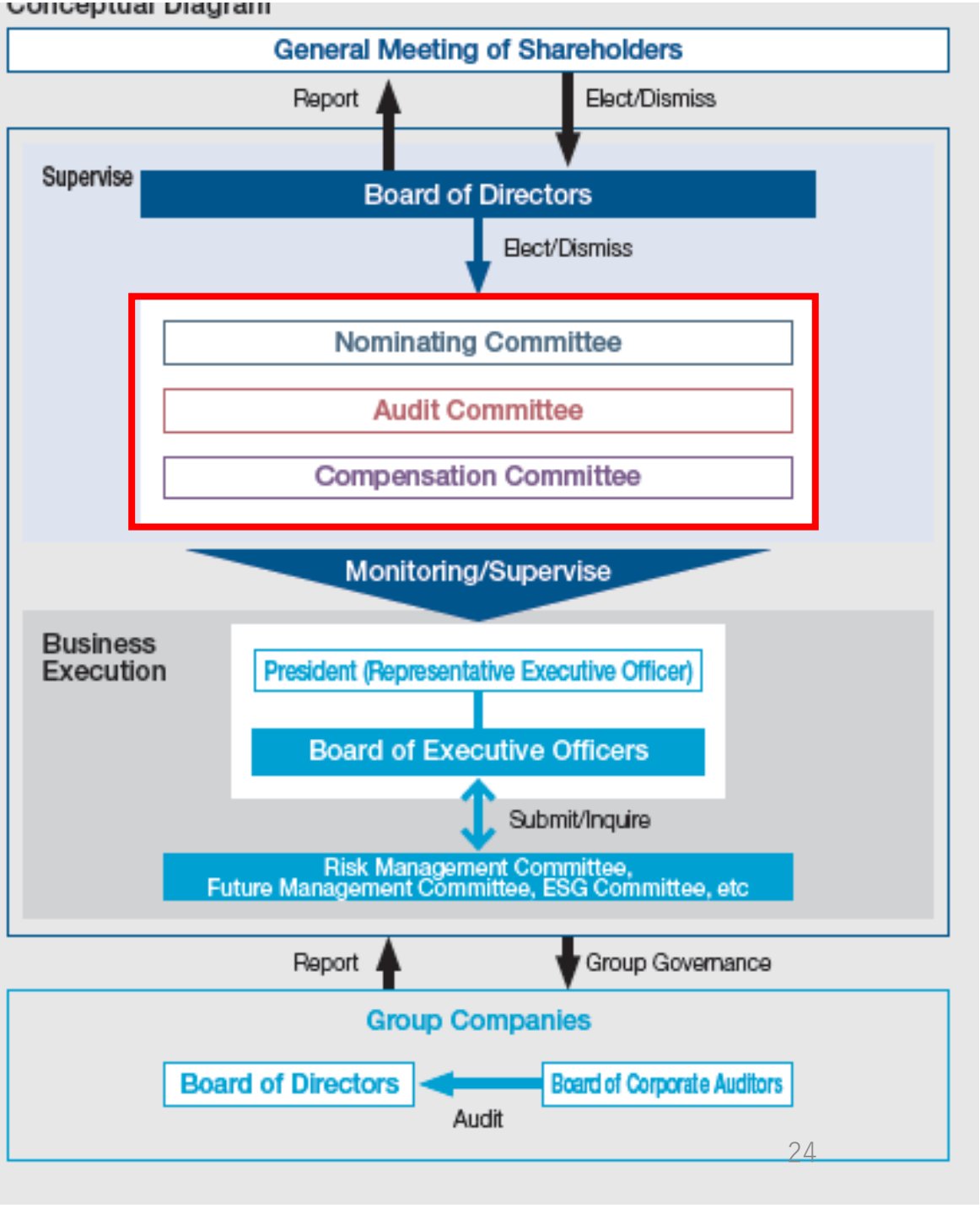
- Company audit type

① Company with board of company auditors

② Audit and supervisory committee

③ Company with committees

	All Committee Members	Inside Directors	Outside Directors	Committee Chairman
Nominating Committee	5	2	3	Outside Director
Compensation Committee	4	0	4	Outside Director
Audit Committee	6	1	5	Outside Director



TEPCO's Knowledge (3) 10 Key Points of Cost Reduction

Object	No.	Cost reduction	Actual measures
All	1	International Benchmark	Productivity Improvement of Fuel, Power perches, and Material cost, outsourcing expense compared to Japanese and International Power Utilities
Material	2	Competitive bid contract	Double of total number of contract through competitive bid on construction bid and procurement bid
	3	Specification	・Amend and unification of specification for facilities ・Adopt general purpose industrial products
	4	・Scheduled maintenance term ・Extension of lifetime	・Scheduled maintenance time of power plant reduce 1/2 ・Extension of replace period and reduce replace facilities
	5	Reduce outsourcing project	Convert outsourcing project to insourcing self project
Money	6	Reduce stock time and quantity	Fuel and material storage time and quantity decrease 1/2
	7	Outside sale of power business	Increase of revenue from subsidiary companies' sales
Man	8	Accelerate procedure for approval process and time	Omit approval person, document, and read-time from decision making
	9	・Reaffirm the need of job ・Reduce overtime work	Review all job to reduce person and time
	10	Extend engineer's specialty	Effective manpower utilization by multiple specialty of employee

TEPCO's Knowledge (4) Business Rationalization

- TEPCO becomes world competitive company with following steps.

Routine Rationalization	• Continuous cost cut on routine business • Property sell-out • Small circle business improvement activities
Structural Change	• Hold down investment cost by peak demand control • Competitive procurement • Organizational rationalization
Strategic Streamline	• Replacement of deteriorating thermal power • Advantage of scale for procurement • Development of more low-cost generation

Thank you!

添付資料 15　診断人材開発・人材管理部門の支援計画（Eng）

添付資料15

Outcome 3: Recognition of current HRD&M status and management status and directions for improvement

Sep. 2022

1. Introduction

We would like to thank EDL for their cooperation in conducting interviews and other activities during our trip to Laos from June 26 to July 18. Based on the activities during the period and various materials obtained in advance, we would like to report on the status of human resource development and human resource management at EDL and our future support policy.

EDL has started human resource development and management, including organizational reforms, some of which are now in the trial stage. We are convinced that by reviewing these and other initiatives, increasing the ratio of work that leads to further value enhancement, and systematizing a mechanism for developing human resources who will lead the future and further enhancing their abilities, we will be able to transform ourselves into a strategic human resource management company and will lead to a change in the mindset of all employees.

Needless to say, we believe that there is no right answer when it comes to human resource development and human resource management systems and methodologies. Our team's recommendations are only a starting point, and it is important to constantly strive for improvement in the future from the perspective of how to get closer to the ideal EDL.

This proposal is based on interviews conducted within a limited timeframe, and there may still be some things that we have not fully recognized or overlooked, but we hope that this proposal will be a first step.

2. Background and Challenges

Overall Goal

Sustainable Development of the Electricity Sector in Lao PDR Promoted

- Improved business conditions
- Financial situation will improve

→ **Outcome 3**

- Strengthen EDL's HRM&D framework

HRD&M Facts

- HRM is done by each dep. and there is no company-wide unified viewpoint.
- Scope of work as an organization is defined in outline.
- There is no definition of requirements and evaluation criteria by qualification and hierarchy.
- Increase in the number of retirees and shortage of specialists.
- Technical training courses are set up at TC.
- Management training courses are initiated in the LJI program.

Trying to manage KPI with focus on HR.

Management Issues

Failure to strategically recruit, train, deploy, and manage.

Develop a basic policy and master plan for HRM&D.
Clarification of job analysis and recruitment criteria.
Standardization of performance evaluation methods.
Formulation of training plans appropriate for technical and managerial staff .
Establishment of a framework for succession planning, career paths, and talent management

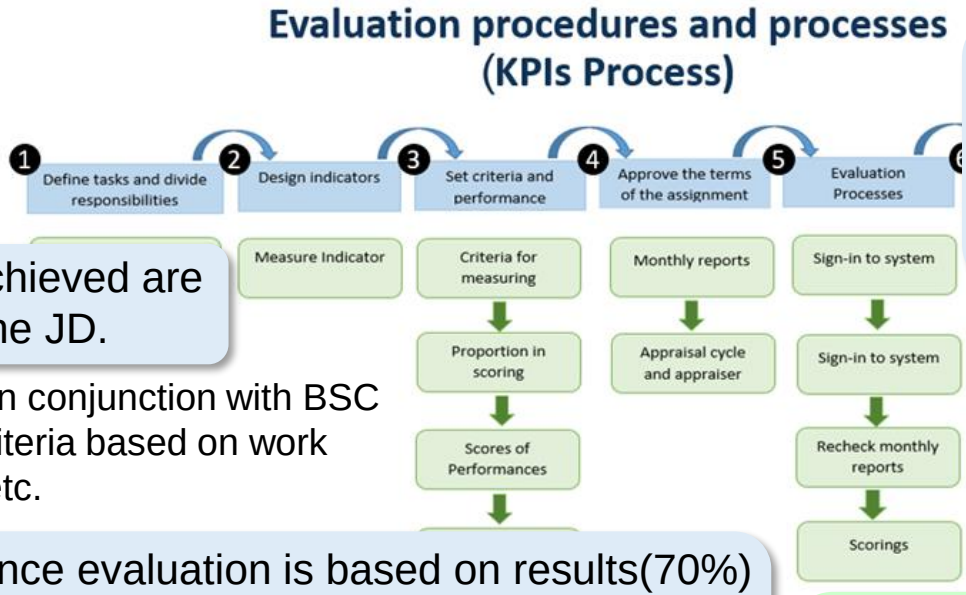
3. Problems and Direction for improvement

We all recognize that strategic HRM&D is essential for the continued development of EDL. It is necessary to create policies and systems that enable the procurement of human resources who can contribute to the future based on strategies and KPIs, while at the same time improving the efficiency of organizational operations and the ability of individuals to improve their own work.

Developing a strategy for the HR department	The HR strategy tied to EDL's goal of business operation, performance evaluation, and organizational transformation through BSC will be expressed in the BSC and strategy map. Set appropriate KPIs, monitor their achievement at all times, and continue to improve them。
Clarification of work rules and establishment of evaluation criteria	Clarify business rules and regulations for each department and each qualified position. For performance evaluation, evaluation criteria will be set according to qualifications, etc. In addition, we will design individual careers and aim to enable course selection accordingly.
Provide training programs suitable for technical and managerial positions	Provide training programs linked to performance evaluation criteria to help improve individual competencies. Examination of program excesses and deficiencies in technical fields. For management systems, consider effective use of LJI.
Value-added creation in the indirect sector	The added value of the indirect department is to support the efficient execution of business operations and provide strategic advice to top management. It is necessary to eliminate unnecessary work and improve the ratio of value-added work and the quality of work.
Standardization of OJT	In order to quickly make new hires and younger employees more competitive and adapt to the organizational culture, it is necessary to develop human resources through on-the-job training. Specifically, consider introducing a mentor system.

(i) Trial KPI evaluation "uniform performance evaluation criteria"

The EDL does not have company-wide development of evaluation management, and each department manages its own format. Individual and departmental goals are not necessarily directly linked to the achievement of management goals. Most recently, a pilot group, led by the HR department, has been experimenting with performance evaluation using a KPI management system.



Weekly reports to immediate superiors, monthly evaluations by superiors, and final annual evaluations to determine salary, promotions, etc.

KPIs to be achieved are annexed to the JD.

Goal setting in conjunction with BSC
Evaluation criteria based on work experience, etc.

Evaluation Burden on Supervisors
Review of evaluation span
Dialogue-oriented evaluation process

The performance evaluation is based on results(70%) and competence evaluation(30%) **w**hich is constant regardless of the qualification position.
Behavioral evaluation is not set.

Evaluation of performance + behavior
Review of performance and ability ratios

Employees are not provided with the necessary opportunities to improve their abilities. Opportunities should be provided for motivated employees to improve their skills in a systematic manner.

(ii) Technical training programs are in operation.

The Training Center (TC) offers 60 technical courses, mainly taught by in-house instructors, and EDL is interested to see if this program is adequate in comparison to its peers in terms of number and content of courses.

No	Code	Electricite Du Laos Training Course Titles	
		I. Hydraulic and Civil Division	Remarks
1	HY01	Hydraulic - Basic and Practice	
2	HY02	Hydrology and water management	
3	CW01	Civil work - dams monitoring and process	
4	CW02	Civil work - dams and water ways	
5	CW03	Civil work - dams and Materials Construction	
6	TOT01	Training of Trainer	
		II. Hydro -Mechanical Division	Remarks
1	MX01	Mechanical Auxiliaries	
2	OC01	Oil Circuit	
3	ME01	Mechanical Drawings	
4	ME02	Basics in Mechanical	
5	ME03	Assembly Disassembling	
6	ME04	Controlled Tightening	
7	ME05	Valves and Gates	
8	ME06	Hydropower plant – Efficiency Test	
9	HT01	Hydro-mechanical Equipments' Theory and Technology	
10	AW01	Arc Welding	
		III. Hydro Generation Division	Remarks
1	EL01	Electricity Direct Current	
2	EL02	Electricity Alternative current	
3	EL03	Transformer, Alternator and Excitation	
4	EL04	Speed Governor and Auto Voltage Regulator	
5	EL05	Protection Diagram	
6	EL06	Electrical Diagram Motor Control	
7	EL07	Electrical Equipments	
8	EX01	Electrical Auxiliaries	
		IV. SCADA and Computer Division	Remarks
1	I01	Electronics	
2	I02	PLC and SCADA for Hydropower Plant	
3	I03	PLC and SCADA for Substation	
4	I31	Microsoft Office 2016	
5	I32	Auto CAD (2D)	
6	I33	Google Sketch Up	
7	GPS01	GPS Garmin map 62s Usage	
		V. Substation and Transmission Line Division	Remarks
1	1006	Operator for Substation 115/22 kV	
2	1007	Inspection and Substation Instruments Maintenance	
3	1022	115kV Transmission line Maintenance	
4	1021	Power Factor of Customers Improvement	
5	1017	22 kV Feeder Protection System	
		VI. Distribution Line and User's site Division	Remarks
1	1002	22/0.4 kV Transformer Maintenance	
2	1004	Technician for 22/0.4 kV network sysytem	
3	1011	22/0.4 kV network system Maintenance	
4	1014	22/0.4 kV extend network system Design	
5	1016	Mortor Installation and Inspection	
6	1023	Power Loss	
7	1018	EDL Customers Service	
8	1020	House Wiring Design and Meter Installation	
9	1019	Digital Meter Reading	
10	1001	Electrical Technician for Bulding	
11	1026	Electrical Technician for 22 kV Network	
		VII. Research and instrument Test Division	Remarks
		Lao Electric Power Technical Standard (LEPTS)	Remarks
1	CE		
2	CE		
3	HPI		
4	HPI		
5	TL		
6	TL		
7	SS		
8	SS		
9	DL		
10	DL		
11	US		
12	US		

Th

No	Code	Electricite Du Laos Training Course Titles		
		Administration Sector	Duration (Days)	
1	I31	Microsoft Office 2016	10	Mr. Vithoune PHOUMIVONG
2	I32	Auto CAD (2D)	10	Mr.Noumai Champahome
3	KM-01	Knowledge Management Tools	3	
4	TOT01	Training of Trainer	3	
		Generation Sector	Duration (Days)	Hydraulic and Civil Trainers Team
5	HY01	Hydraulic - Basic and Practice	10	
6	HY02	Hydrology and water management	5	Mrs. Vilayphone SAVANGHSY
7	CW01	Civil work - dams monitoring and process	5	Ms. Osaky SAYKONGCHAK
8	CW02	Civil work - dams and water ways	5	Mr. Odai SYMANYVONG
9	Gates	Gates	5	Mr.Niphakone Akkhavong
		Hydro –Mechanical Trainers Team		
10	MX01	Mechanical Auxiliaries	5	Mr. Phaymanotone KONGSAMONE
11	OC01	Oil Circuit	5	Mr. Kiboun SAVATDY
12	ME01	Mechanical Drawings	5	Mr. Phitsanou NAVONGSAN
13	ME02	Basics in Mechanical	5	Mr. Sonenasay SYVONE
14	ME03	Assembly Disassembling	10	Mr. Phoutthasen MUANMANY
15	ME04	Controlled Tightening	5	
16	ME05	Valves and Gates	10	
17	ME06	Hydropower plant – Efficiency Test	5	
18	HT01	Hydro-mechanical Equipments' Theory and Technology	10	

(iii) Administrative training programs have been initiated.

While technical programs have been prepared mainly for TCs, there have been no management programs. With the cooperation of LJI, 12 courses have been established, 5 of which will be implemented this year.

(Tailor-Made Course)

No	Subject	Day	Lecture by
1	Business Plan Development	5 days	Assoc. Prof. Dr. Bounlouane DOUANGNGEUNE
2	Management Environment Analysis	4 days	
3	Knowledge Management for Organizational Efficiency Improvement	5 days	
4	Effective Communication Skills in Organization	2 days	
5	Leadership Skills Development	3 days	Ms. Southanom PHINSAVATH
6	Operation Management	3 days	
7	Time Management	1 days	
8	Human Resource Management	3 days	
9	Software Application for Research Research methodology	3 days	Dr. Latsamy VONGSENGCHANH
10	Japanese Style Hospitality & Customer Service	2 days	Ms. Khamphouy VILAYSOUK Ms. Sengaloun KHONGLALIAN
11	Marketing for Service	3 days	Ms. Khamphouy VILAYSOUK
12	Japanese Business Manner	2 days	

Training courses incorporating EDL's wishes. Only 5 courses will be implemented due to budget constraints.

Long time commitment for Manager classes; consider breaking it up into 1-2 day courses to allow for more programs to choose from

There is a need to develop training courses for young managers, who are the future of EDL.

○ 本年度実施予定コース

How to proceed with specific improvements

4-1. Basic Story of Improvement

Outcome 3：Strengthen EDL's HRM&D framework
- Achieve the corporate strategy and KPIs set by the BSC -



4-2. Strategic HRM&D

Human resource requirements in conjunction with BSC

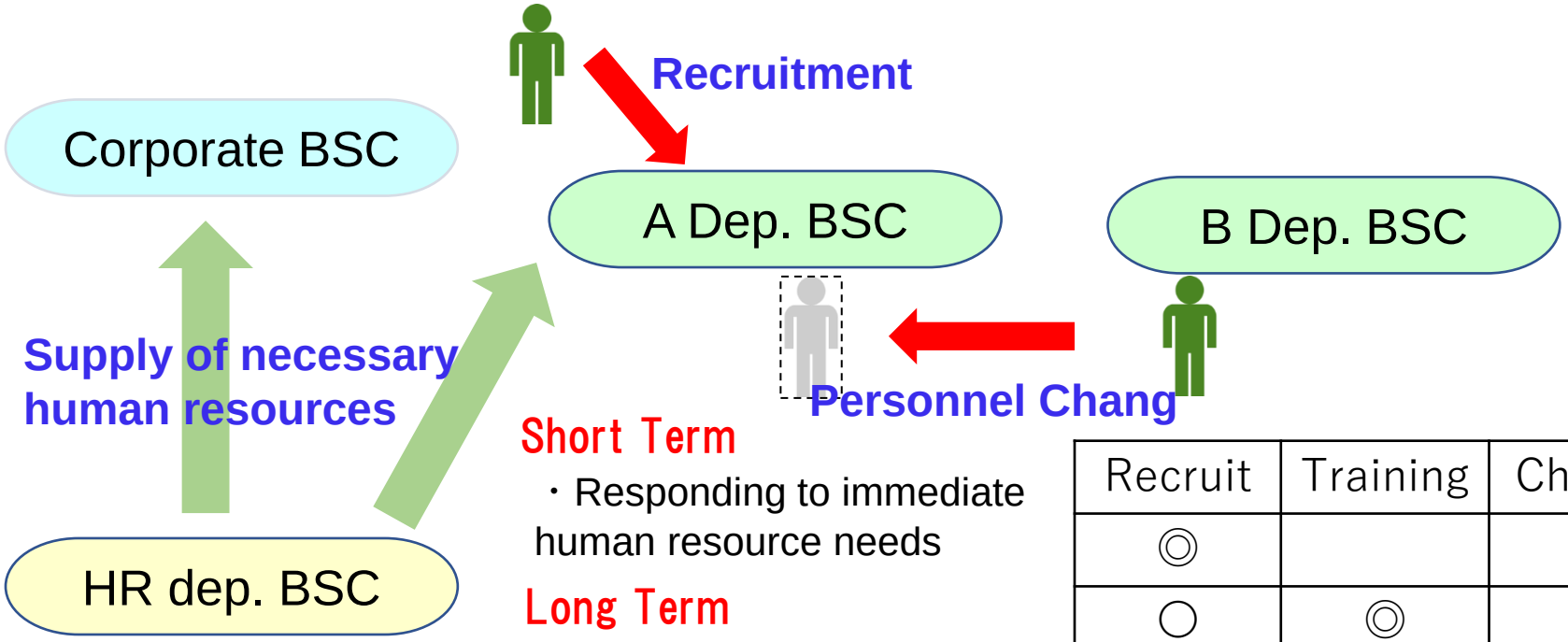
Input	視点	Output
	Fnancial	Expertise in a specific financial field
Business Excellence Customer Intimacy Product Superiority	Custtomer	Specialized competeSpecialized competencies according to value proposition
Value proposition	Inner Process	Process Transformation Capabilities Dependent on Value Proposition New capabilities aligned with the Value Proposition
Technology Strategy.	Lerning and Growth	Knowledge, skills, techniques, ideas, etc. required for internal process transformation New technologies in line with the technology strategy

From each perspective of the BSC, the expertise expected to be required to execute the strategy is extracted. Rather than simply listing items, one method is to express the image of necessary human resources in the form of a persona.

When formulating the BSC, it is important to consider the technology strategy as well. Incorporate a technology strategy perspective into the corporate scenario, prepare for future technologies, and take countermeasures through training programs, etc.

Strategic Action

The HR department's key task is to meet short-term human resource needs through new hires, human resource development, and transfers, as well as to procure the necessary human resources in the future. It is desirable to have an image of the human resources that will be needed in the future and to act strategically on how to acquire human resources that match management strategies.



Short Term

・Responding to immediate human resource needs

Long Term

・Procurement of human resources needed in the future

・Idealized image of a person needed in the Future

Recruit	Training	Change
◎		○
○	◎	△



4-3. Key Points for Standardization

◆ Human resource Development

- **Standardization of OJT**
  - Introduction of a mentor system
  - Growth through mentors' teaching, support, and advice
  - Mentees receive support from mentors to get up to speed quickly and adapt to the EDL culture
- **Employee career development plans**
  - Personalized career development programs that reflect individual diversity
  - Development programs that envision personal growth for the future

◆ Human resource Management

- **Standardization of human resource assessment**
  - Common Work Instructions
  - Common evaluation criteria
  - Common framework for establishing goals
  - Evaluation Training
  - Centralized performance evaluation
  - Departmental evaluation ➡Planning Dept.
  - Personnel evaluation ➡HR department
- **Designing a career path**
  - Criteria for promotion up to department manager level
  - Years of experience, divisions, etc.
  - Experience in other departments
  - Secondment to affiliated company

Standardization of human resources departments

Standardization" is an important concept for all departments, not only to improve operational efficiency, but also to identify errors and trigger further operational improvements. The HR department does not have company-wide common performance evaluation standards and procedures, and there is insufficient standardization in terms of human resource development.

Standardize HRD	・Provide human resource development programs ・Standardization of OJT ・Standardization of career development
Standardize HR assessment	・Establish of company-wide common business rules and requirements by qualification grade ・Development of common evaluation criteria and procedures ・Common Framework for Setting Personal Goals ・Centralized performance evaluation
Standardize of workflow	・Establish a business flow diagram

Mentoring Program

In the mentoring system, a senior employee close to the employee's age (mentor) listens carefully to the new or young employee (mentee) on a one-on-one basis through on-the-job training and periodic interviews as a good advisor not only for work-related issues but also for career development and other issues.

Company Rules
Human relations
Business Procedures
Techniques and Skills
Business Troubles
(Troubles)



・Communication skills through listening, talking, advising, and teaching.
・Techniques and skills through teaching. ・Deepening of knowledge
・Building relationships with junior staff

Consultation

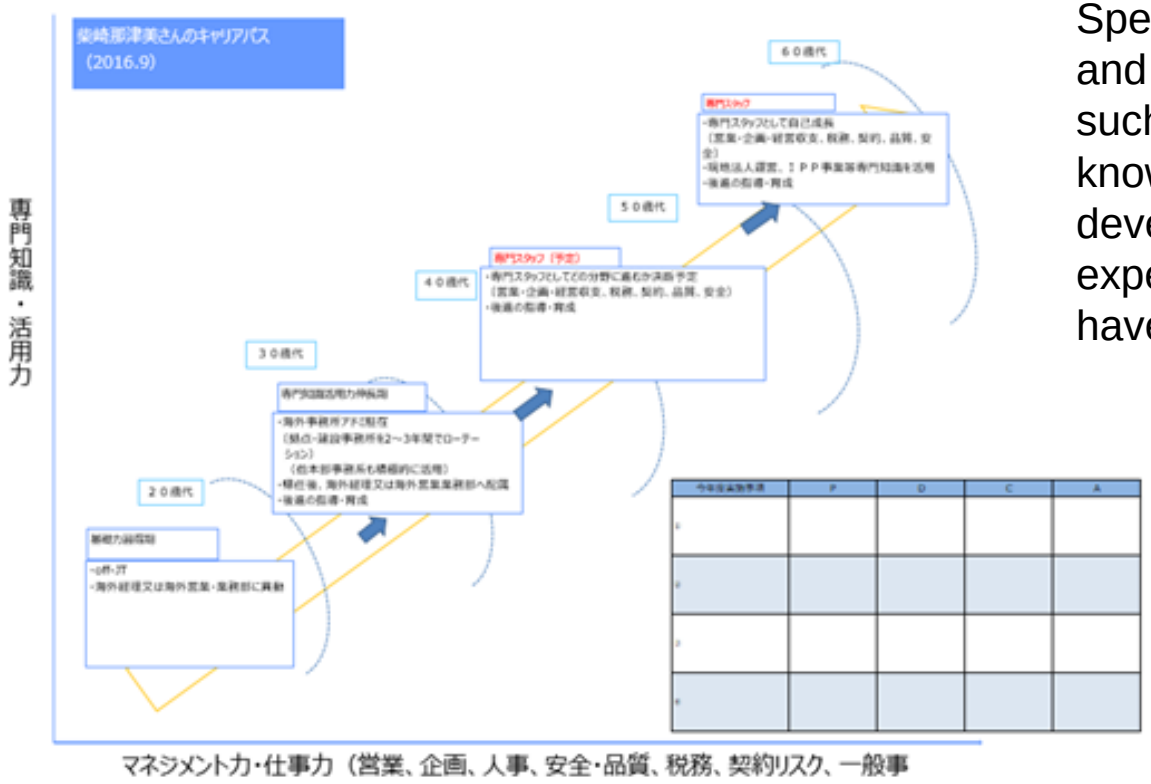
Listening and advising

・Early adaptation to company life
・Early start-up of business execution
・Trusting relationship with seniors

Motivation
Strengthening Organizational Capability

Career Development Plan

A career development plan is to set short-, medium-, and long-term goals for each employee, such as what he or she should do to become the person he or she wants to be in the future.

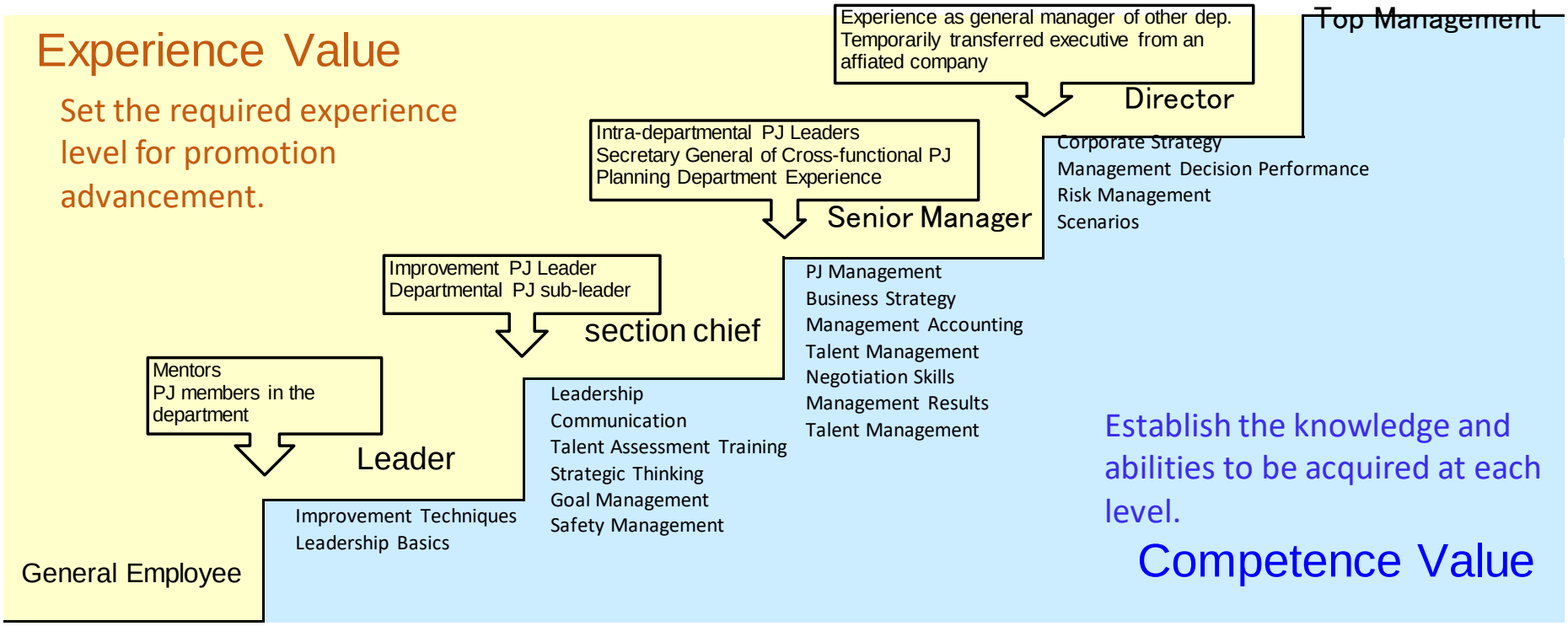


Specifically, the plan defines when and what actions are to be taken, such as acquiring the skills and knowledge necessary for career development and gaining work experience. It does not necessarily have to be just business.

Designing a career path

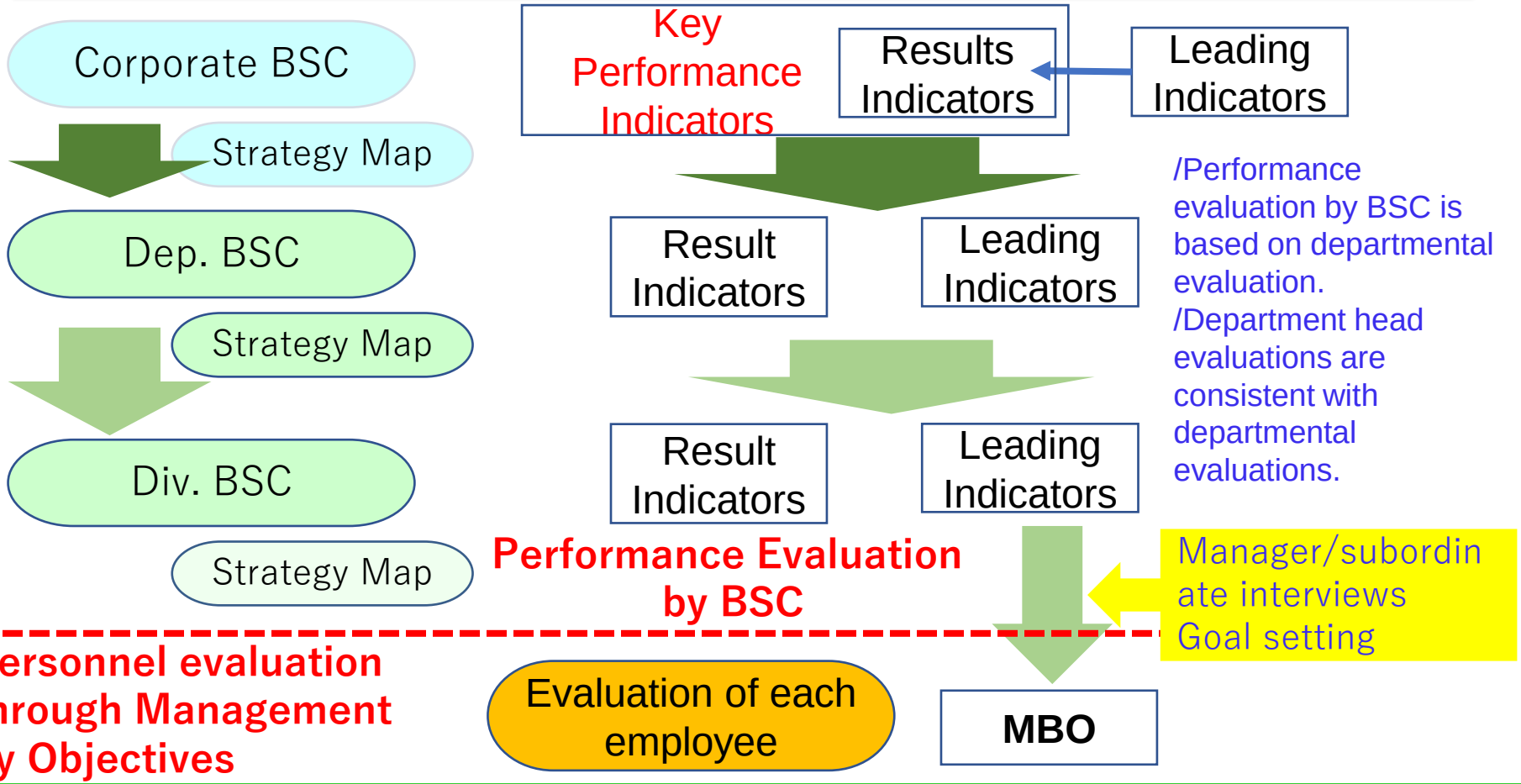
Designing a career path means setting in advance the abilities and experience required for a company's functions and positions. In conjunction with individual's career development plan, it is possible to improve motivation toward the future and visualize the company's human resource allocation and its excesses and deficiencies.

Career path in administration (senior management)



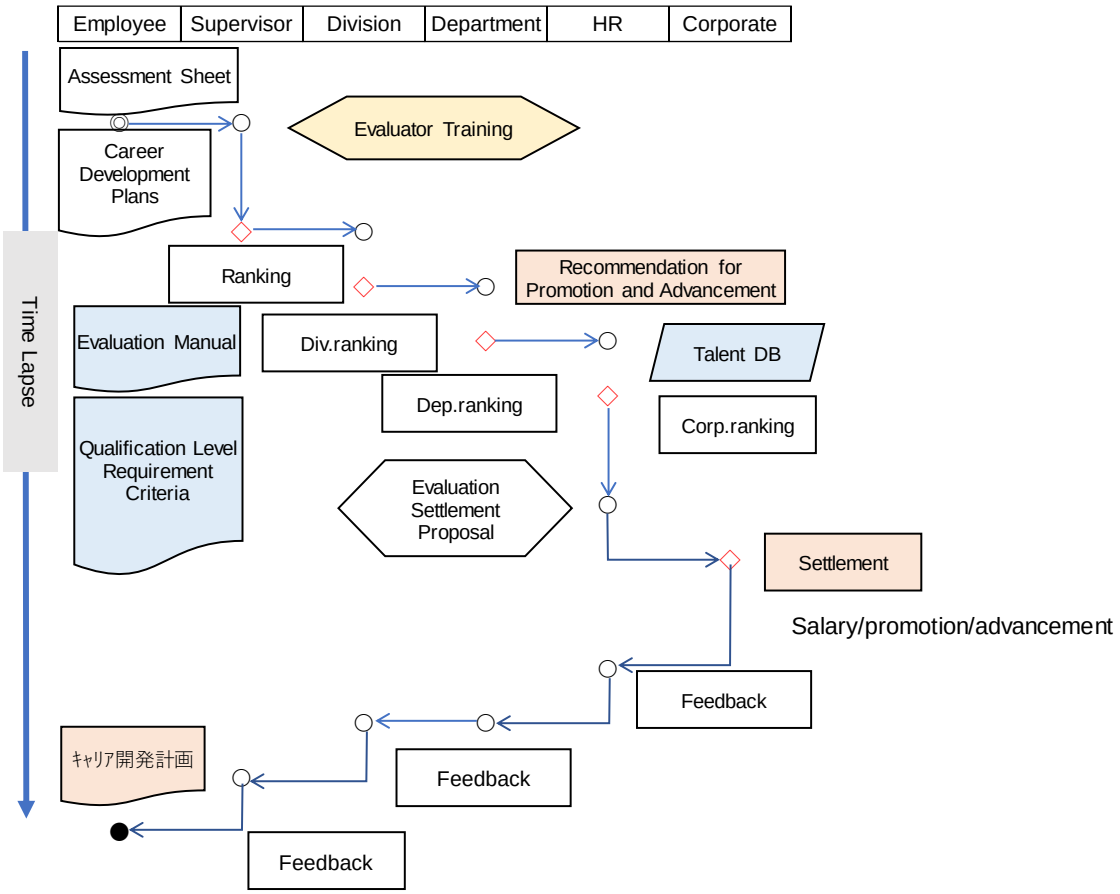
Standardization of human resource assessment

The JICA team proposes that performance management by BSC be limited to divisions up to division level and division managers‘ evaluations, and that individual evaluations for lower divisions be conducted using a Management of Objectives that incorporates the indicators of divisions.



Establishment of workflow

Indirect departments tend to handle work by manpower. It is important to separate the necessary work from the unnecessary work so that the company can focus on the work that adds more value. The first step in improving the efficiency of indirect operations is to clarify the workflow.。



Write the flow of performing a single task as a flow without omissions.

Specify the work to be done in one process.

Describe documents, DBs, etc. required for the work

Consider whether the required documents, DBs, etc. are necessary and fit for purpose

Consider whether each process is truly necessary

Review with a view to reducing operational lead time.

5S approach in the indirect sector

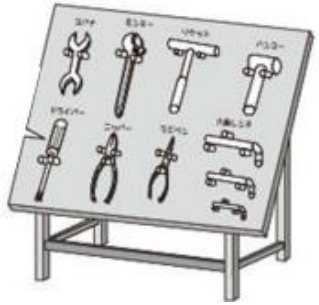
The basic 5S concept can be applied to indirect departments as well as manufacturing sites. While manufacturing sites try to realize their objectives by conducting 5S focusing on goods, 5S in the indirect department aims to realize the objectives by conducting 5S in terms of both goods and information.

Direct Sector

Object-centered 5
The purpose of 5S is to

Processing things
To obtain added value

(1) Create a safe, comfortable, and efficient workplace
(2) Improve flow lines and optimize placement of materials and components
(2) Eliminate the need to search for things by improving flow lines and optimizing the placement of materials and parts
(3) Generate profits by improving productivity



Indirect Sector

5S from both the goods and business (information) perspectives
The purpose is to

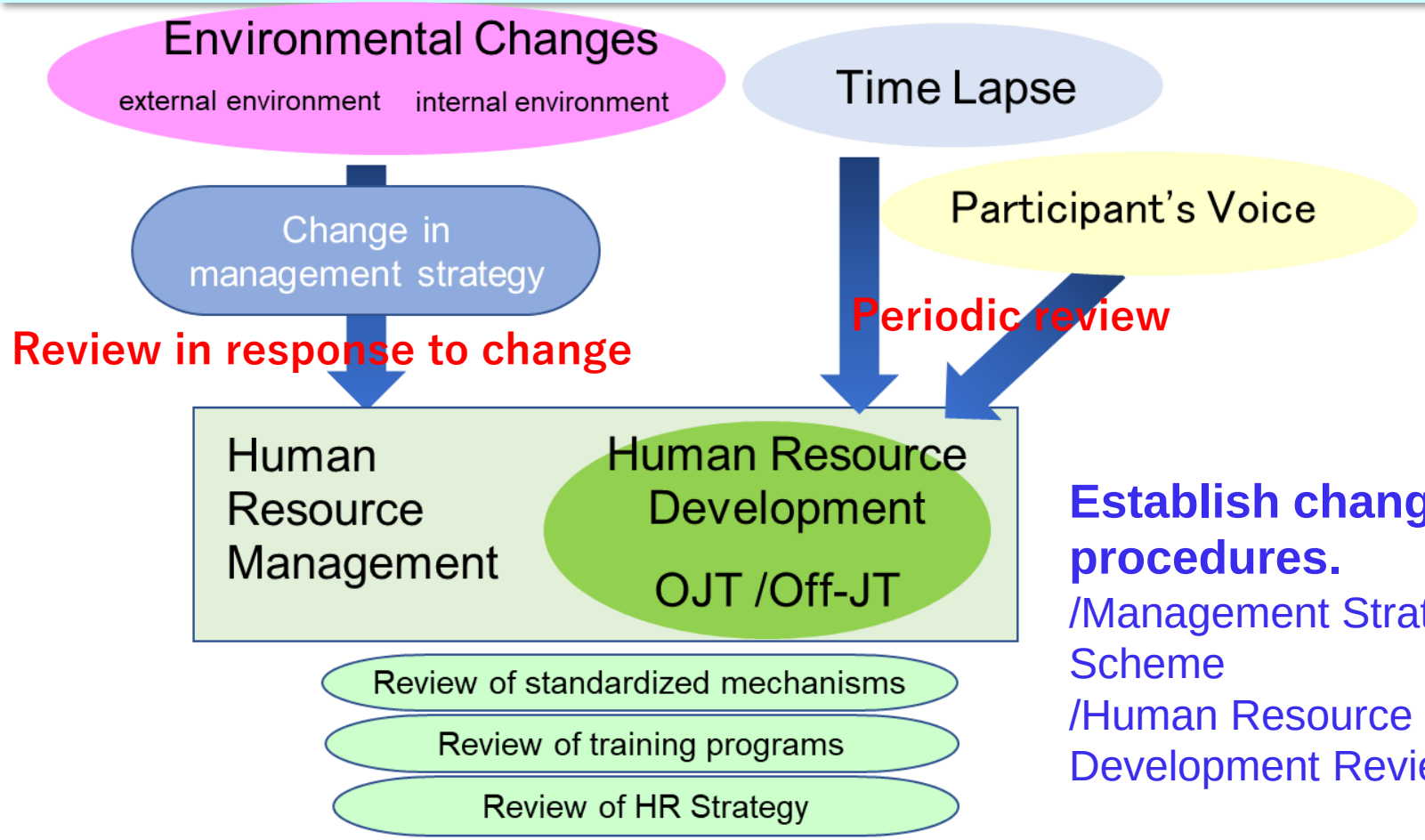
Processing information
To obtain added value

In addition to the above
(1) Organize (visualize) work flow
(1) Prevention of humanization by organizing (visualizing) the workflow
(2) Improvement of efficiency through standardization of work
(3) Optimal arrangement and sharing of vast amounts of information and documents



4-5. Constant organizational change

In aiming to promote strategic business operations, it is desirable to continuously promote independent human resource management and human resource development planning and execution. This requires a mechanism and approach that can be sustained.



Establish change control procedures.

/Management Strategy Review Scheme

/Human Resource Development Review Scheme

Validation: Routine Organizational Change

Even if we have found a better methodology at this point, further improvements will be necessary over time and with changes in the environment. Today, the key to a company's survival is how it responds to change. It is necessary to always keep in mind the need to review with organizational change in mind.

Continue to develop and implement independent HRM&D

Review of standardized mechanisms	When and how to review
Review of training programs	Adding or Reducing Programs Review of program content Review of program instructors
Review of departmental strategies	Review due to change in corporate strategy BSC Strategy Map

5-1. Outcome Targets (Draft)

Quantitative Target

Indirect productivity index

% improvement

(% improvement from BL after setting the index)

※Indicators are determined by review with the HR department.

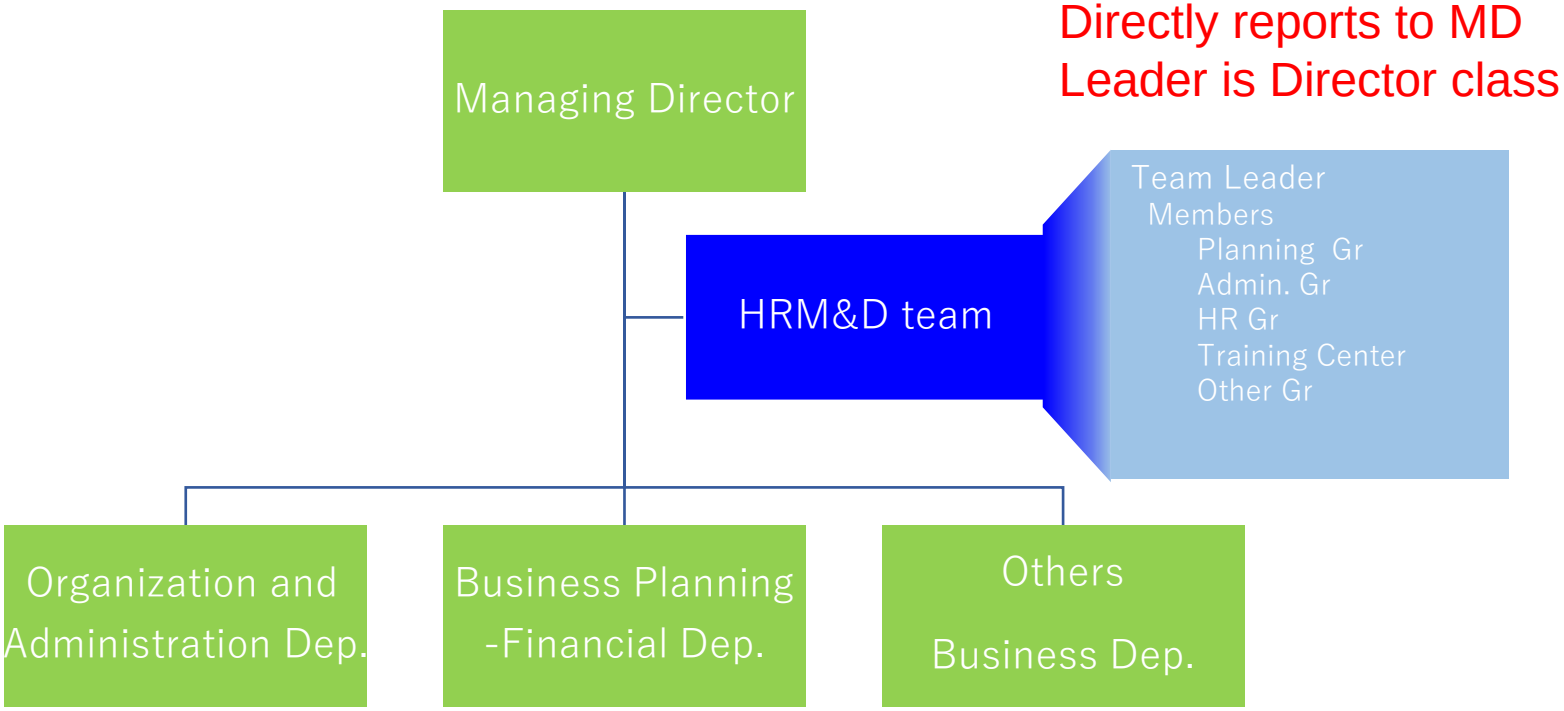
Qualitative Objective

- Formulation of human resources development plan
- Establishment and trial of human resources evaluation system
- Clarify business functions in the HR department
- Cultivate human resources who can identify issues and make improvements on their own
- Formulate and implement independent HRM and HRD plans

5-2. Organization of HRM&D

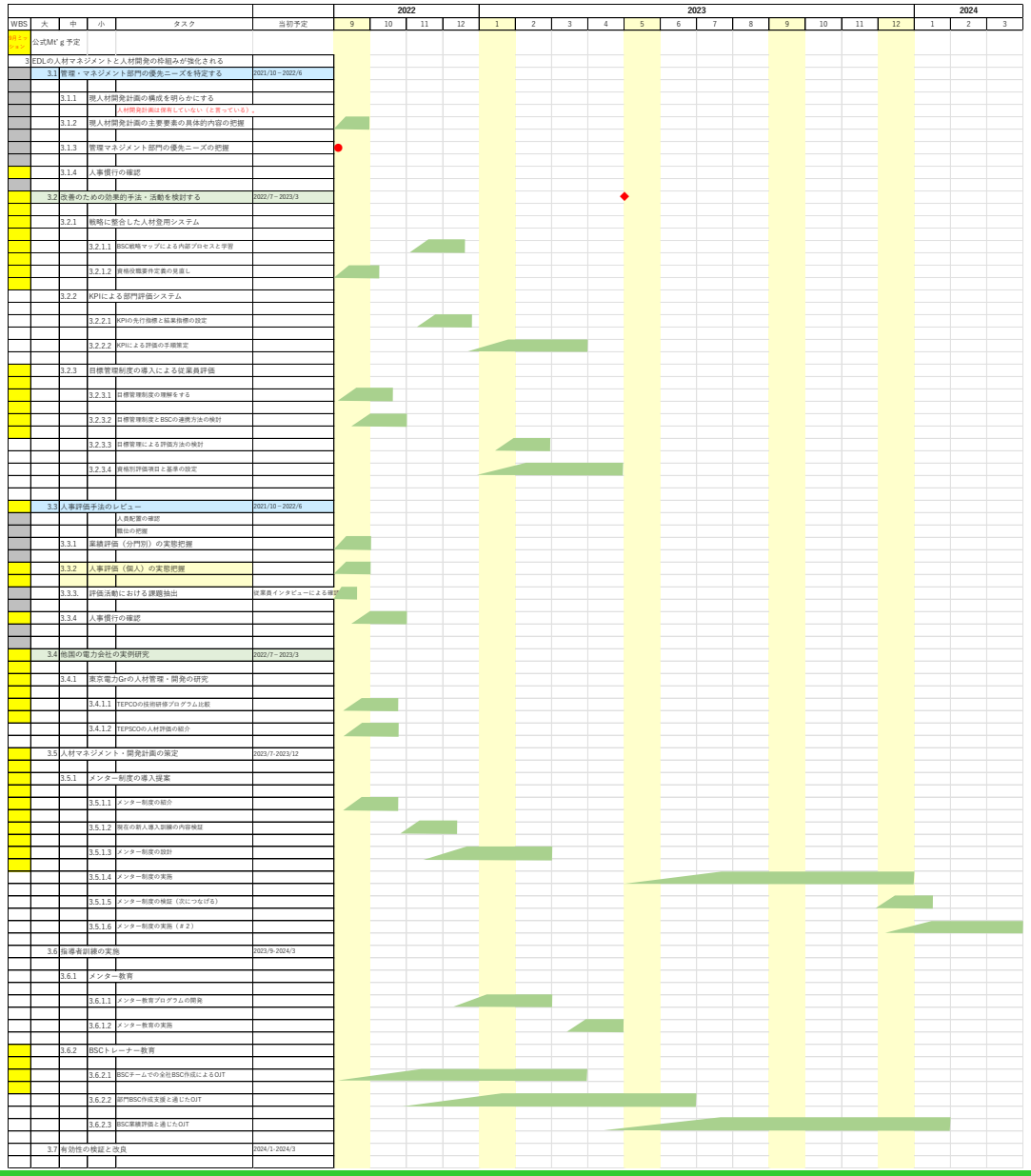
The team should consist of around 7 people, mainly from the HR department, including selected people from related departments. Since issues related to human resources require inter-departmental coordination, it is appropriate to have a director-level person serve as team leader.

Around 7 members
Directly reports to MD
Leader is Director class



6. Master Plan

Yellow color shows the tasks of this visit.



WBS	大	中	小	タスク	当初予定
赤い丸	公式Mt' g 予定				
3	EDLの人材マネジメントと人材開発の枠組みが強化される				
	3.1			管理・マネジメント部門の優先ニーズを特定する	2021/10－2022/6
		3.1.1		現人材開発計画の構成を明らかにする	
				人材開発計画は保有していない（と言っている）	
		3.1.2		現人材開発計画の主要要素の具体的内容の把握	
		3.1.3		管理マネジメント部門の優先ニーズの把握	
		3.1.4		人事慣行の確認	
	3.2			改善のための効果的手法・活動を検討する	2022/7－2023/3
		3.2.1		戦略に整合した人材登用システム	
			3.2.1.1	BSC戦略マップによる内部プロセスと学習	
			3.2.1.2	資格役職業件定義の見直し	
		3.2.2		KPIによる部門評価システム	
			3.2.2.1	KPIの先行指標と結果指標の設定	
			3.2.2.2	KPIによる評価の予期策定	
		3.2.3		目標管理制度の導入による従業員評価	
			3.2.3.1	目標管理制度の理解をする	
			3.2.3.2	目標管理制度とBSCの連携方法の検討	
			3.2.3.3	目標管理による評価方法の検討	
			3.2.3.4	資格別評価項目と基準の設定	
	3.3			人事評価手法のレビュー	2021/10－2022/6
				人員配置の確認	
				職位の把握	
		3.3.1		業績評価（分門別）の実態把握	
		3.3.2		人事評価（個人）の実態把握	
		3.3.3		評価活動における課題抽出	従業員インタビューによる確認
		3.3.4		人事慣行の確認	
	3.4			他国の電力会社の実例研究	2022/7－2023/3
		3.4.1		東京電力Gr.の人材管理・開発の研究	
			3.4.1.1	TEPCOの技術研修プログラム比較	
			3.4.1.2	TEPSCOの人材評価の紹介	
	3.5			人材マネジメント・開発計画の策定	2023/7-2023/12
		3.5.1		メンター制度の導入提案	
			3.5.1.1	メンター制度の紹介	
			3.5.1.2	現在の新入導入訓練の内容検証	
			3.5.1.3	メンター制度の設計	
			3.5.1.4	メンター制度の実施	
			3.5.1.5	メンター制度の検証（次につなげる）	
			3.5.1.6	メンター制度の実施（＃2）	
	3.6			指導者訓練の実施	2023/9-2024/3
		3.6.1		メンター教育	
			3.6.1.1	メンター教育プログラムの開発	
			3.6.1.2	メンター教育の実施	
		3.6.2		BSCトレーナー教育	
			3.6.2.1	BSCチームでの全社BSC作成によるOJT	
			3.6.2.2	部門BSC作成支援と通じたOJT	
			3.6.2.3	BSC業績評価と通じたOJT	
	3.7			有効性の検証と改良	2024/1-2024/3

7. Conclusion

This is an analysis and recommendation based on the data obtained so far and on the hearings held during the previous trip. Please point out these errors and inadequacies in future discussions.

EDL will be shifting to a strategy-oriented corporate management in the future. We recognize that securing and training the human resources needed to achieve our future vision will be an important issue over the medium to long term. In order to recover from the delay caused by COVI-19 and to accelerate the support, we would like to share our future plans after clarifying the direction of future support.

We hope that this document will be used as a basis for discussion to share our future direction as well as to propose our thoughts as a JICA team.

JICA Outcome 3 TF

添付資料 16　診断企業戦略門の支援計画_Eng

Outcome 1: Recognition of current corporate strategy and direction for improvement

#1 Creation of corporate BSC

2. Background and Challenges

Overall Goal

Sustainable development of the electricity sector in Lao PDR promoted

- Improved business conditions
- Financial situation will improve

→ Outcome 1

- A properly harmonized EDL corporate strategy is developed

The reality of corporate strategy

- It is a state-owned company responsible for the operation of the electric power infrastructure, but it has large deficits.
- The government expects it to operate independently.
- There are many foreign stakeholders, and the company is not able to manage rationally and efficiently.
- The company is aiming for strategic management for the future, but has not yet drawn up a strategy.

Management Issues

Develop strategies that are balanced with each stakeholder

- Improvement plans related to quality management system
- EDL's corporate strategy and related plans
- Strengthening the capacity of internal audit system, information disclosure mechanism, and regulatory system implementation

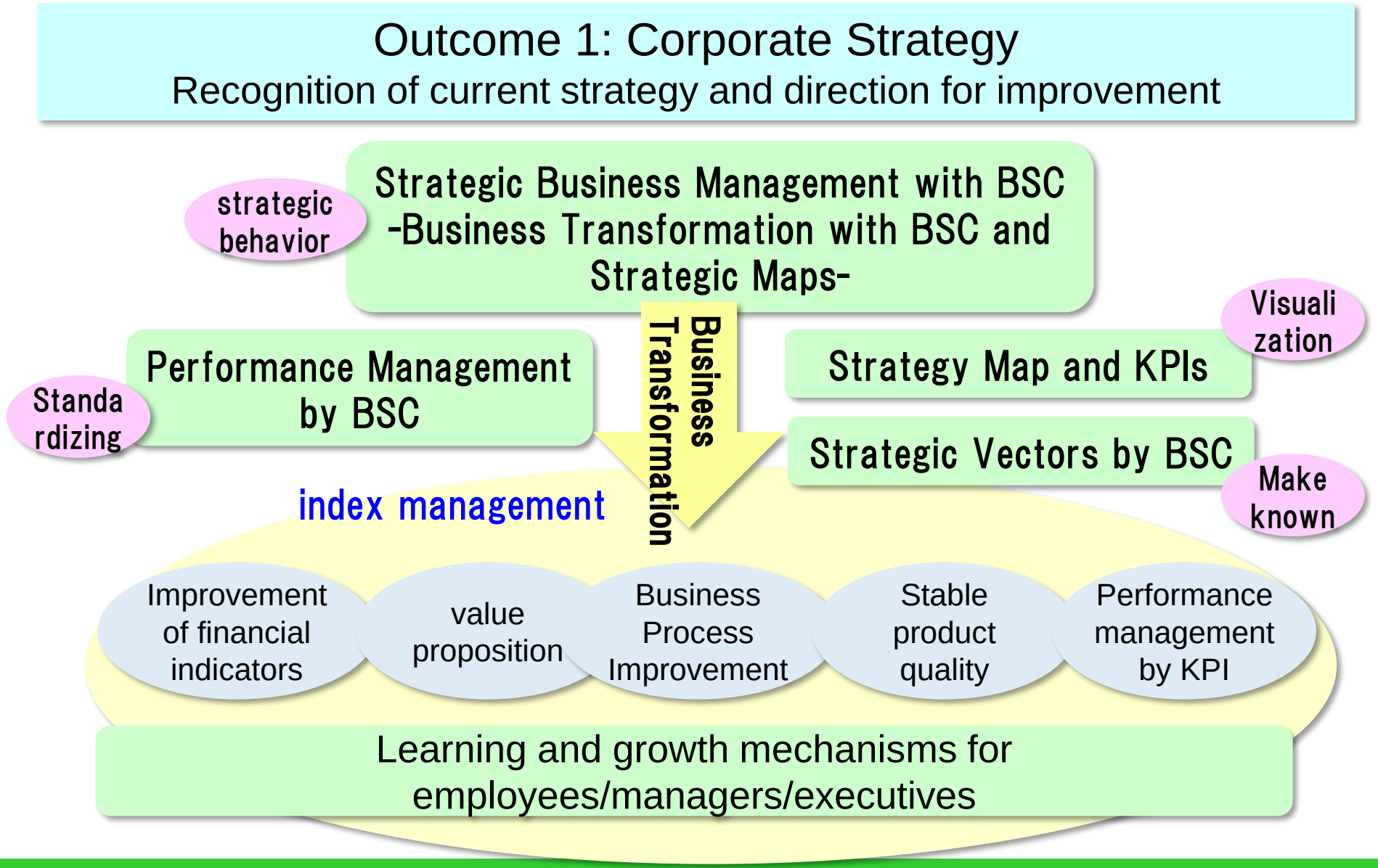
3. Problems and directions for improvement

EDL is responsible for providing a stable supply of electricity throughout the country, and neighboring countries have high expectations for the supply of clean energy. However, the company has fallen into a situation where it will no longer be able to operate independently if it continues to operate according to the way it has always operated.

Formulation and management of corporate strategy	Demonstrate a clear management strategy to all stakeholders and customers. Manage and operate through BSC as a framework for efficient and high quality day-to-day business operations.
Obligation to repay a large amount of debt	Establish KPIs for each department to achieve the proposed improvements and develop an action plan to achieve them, as proposed in this PJ's Outcome 4 Financial and Electricity Rate Plan.
Correction of reverse purchase price to power generators	The contracting policy and processes with power generators need to be reviewed. Based on the proposals in Outcome 4, the contract policy needs to be reviewed and the workflow needs to be conducted and changed to the correct flow.
Maintain good relationships with internal and external stakeholders	By listening to the voices of stakeholders, understanding their intentions, and setting key performance indicators for the BSC, the strategic intent of the EDL and specific action guidelines are made visible.
Enhancing the Business Value of Clean Energy in the Zero Carbon Era	It is necessary to promote the value of hydroelectric power generation and to fairly assess the price for the added value. In response to the zero-carbon movement, it is important for the BSC to draw up a sales strategy for the region.

How to proceed with specific improvements

Basic Story of Improvement



BSC implementation procedures

★ Items to be addressed at this time

Understanding the current status of EDL

Identification of Strategic Issues for EDL

Assume that it has already been done, since the vision has been formalized.

★ Developing the EDL Vision: When and What

★ Filling out the vision statement in the BSC

★ Examination of missing viewpoint-specific elements

重要業績指標に相当

★ Preparation of BSC policy document

Development of performance evaluation procedures

Creation of a strategic map

BSC policy statement

Creation of performance evaluation criteria

Holding BSC Information Sessions

Make BSC known to employee

Determination of BSC

Company-wide agreement on BSC

Company-wide vision as a starting point

Clearly define what is stated as a vision as a goal with a set of concrete numbers. It is necessary to define them from the viewpoint of when they are to be realized, what they should be at that point, and where the intention lies. In addition, each of these will enable recognition of what the current status is.

（Example）

Become a main section for activating and encouraging to have production circuit, revenue increase and concrete domestic consumption.

When will this be the main department and what will it look like?
What will the power production system look like then?
How much revenue growth do you expect?
How much domestic consumption do you expect?

Get ready for power grid interconnection to neighboring countries and regional area by improving the stability and security of transmission/distribution system.

When and how will the power grid be developed?
To what extent are neighboring countries and regions to be specifically considered?
To what level of power transmission and distribution stability will be improved?
To what level of safety will power transmission and distribution be improved?

BSC description of vision statement

The strategic goals and performance indicators articulated in the vision statement are basically recognized as key performance indicators.

Perspective	Current (Strategic)Target	Performance Indicators			
		Outcomes(lagging indicators)		Performance Drivers(leading Indicators)	
Financial	Increase in electricity sales Curbing foreign currency outflows	Net Sales Export/Import Difference	○○ kW ●● $		
Customer	Expansion of domestic electricity consumption	Domestic Electricity Consumption	△△ k Wh		
Internal Process	Improved power stability	Blackout period	▲▲ hours	Number of power outages	▲▲ timess
Learning and Growth	Revitalization of management training Enhancement of technical training programs	Total hours of management training	◇◇ hours	Number of participants per training program Number of program topics	◇ participants/Prog. ○ times/y

Describe specific goals and performance indicators drawn from the vision.
Clarify outcome(lagging indicators) and performance drivers (leading indicators).

(Performance drivers (leading indicators) are equivalent to financial and management accounting indicators in corporate accounting.)

Preparation of corporate BSC policy statemen

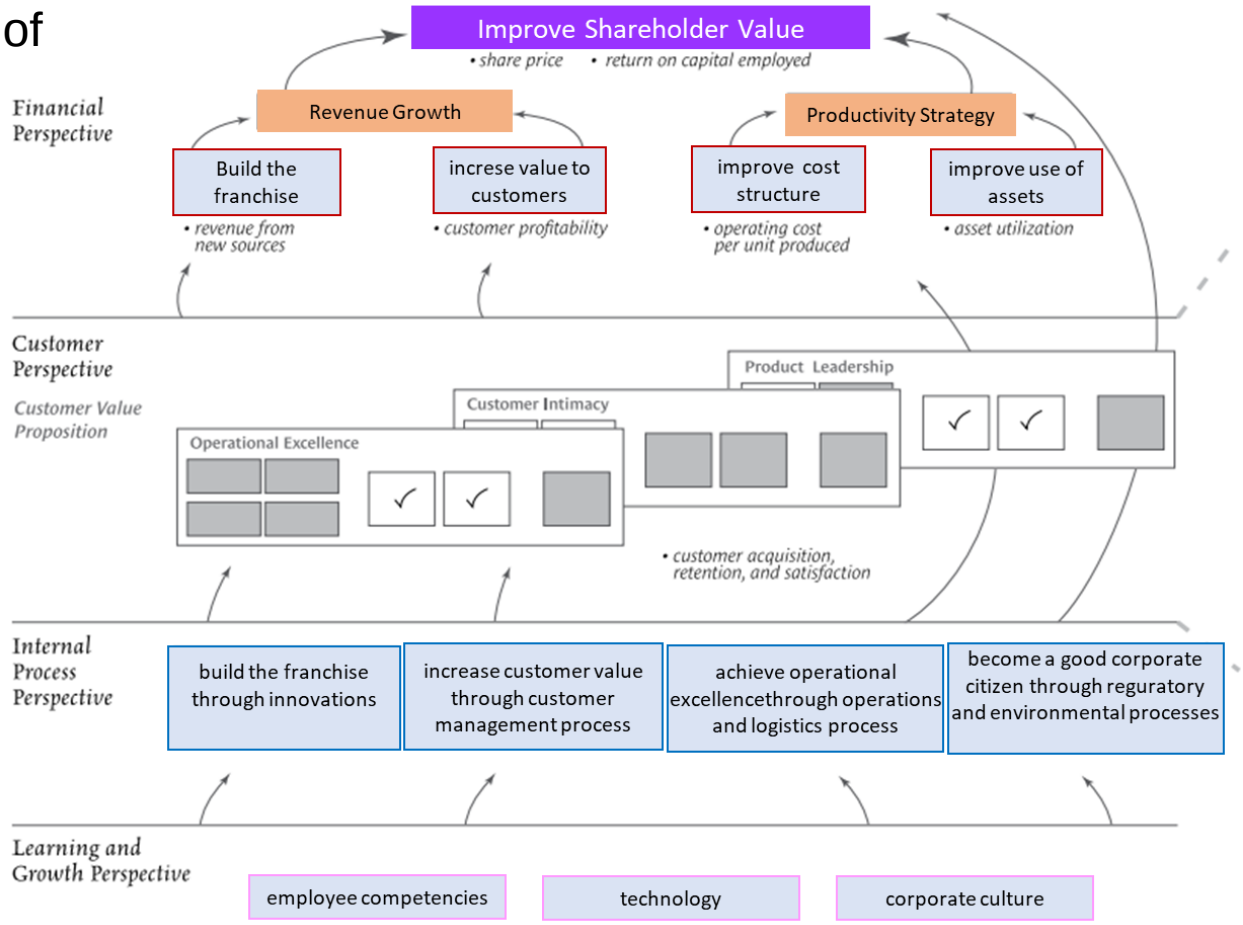
Create a corporate BSC based on the company-wide vision, and create a map that summarizes the mission, vision, business environment analysis, and business operation policies, and present it to each division.

Corporate	Period：M/Y-M/Y		
Mission/Vision	Describe EDL's mission and vision.		
Management Policy/Scenario	Describe the management policies and envisioned scenarios for the vision setting period. The use of scenario planning is also effective.		
	Financial Perspective	Customer Perspective	Internal Perspective	Learning and Growth Perspective
Mid-term target	Describe the goals for the vision setting period. （KPI)			
Current Target	Describe the goals to be achieved in the current fiscal year toward realization of the mid-term goals。			
Highlights of this issue	The following is a list of issues that have been identified to achieve the goals for the current fiscal year. The following is a list of issues that are of particular importance. (Critical Path)			

Strategic Mapping (Corporate)）

Based on the company-wide BSC, clarify the relevance of each element and write it in the strategy map. We believe that it is necessary to consider setting the "customer perspective" rather than the "financial perspective" as the top perspective.

Example of MOBIL



4-2-5. Holding BSC information meetings

Based on the corporate BSC, the creation of a departmental BSC requires the cooperation of the managers of each department. It is necessary to provide an opportunity to explain the BSC to department heads and other organization heads to gain their understanding of the outline of the BSC, the purpose of its implementation, and the specific tasks to be performed.

Corporate	Period：M/Y-M/Y	
Mission/Vision		
Management Policy/Scenario		
	Financial Perspective	Customer Perspective	Internal Perspective	Learning and Growth Perspective
Mid-term target				
Current Target				
Highlights of this issue				

Perspective	Current (Strategic)Target	Performance Indicators			
		Outcomes(lagging indicators)		Performance Drivers(leading Indicators)	
Financial	Increase in electricity sales Curbing foreign currency outflows	Net Sales Export/Import Difference	○○ kW ●● $		
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Current Status of EDL

Shared awareness of crisis

EDL's Strategic Issues

Issues for Escaping the Crisis

EDL Vision for 20**

Key issues and actions needed to realize the vision

Why BSC is needed

How BSC can change a company

Work to be done in the future

4-2. Awareness of the BSC

- Getting the general workforce to understand the BSC-

In order to maximize the effectiveness of BSC, it is necessary for everyone from management to end employees to have a clear understanding of the corporate strategy and the BSC mechanism. To this end, it is important to explain the BSC as concisely as possible, in plain language that is easy to understand.

Briefing Materials for Employee

- Current status of EDL (sense of crisis)
- What does the EDL want to be?
- Summarize in about 1 page of A4 sheet
- What does the implementation of BSC aim to achieve?
- Key Strategic Issues and Key Performance Indicators
- How will daily operations change?

The current status of EDL will be explained in an easy-to-understand manner, along with a sense of crisis.

What do you want EDL's to be in the near future ? What will happen to our employees?

The BSC will explain in an easy-to-understand way what kind of tool it is and how it can transform a company.

What are the key issues and indicators to realize the future。

How does performance management through BSC change employees' daily work?

4-3. BSC Import Process

At EDL, understanding of BSC is progressing, especially at the management level. Since this management reform is being promoted from the top down, we believe it is best to position the BSC and the strategy map as a management system, and to start with them as a management planning tool as the first step. After that, the scope of utilization should be expanded to include organizational reform and performance evaluation.

1st Step

Start as a management system

- Clear and easy to understand Vision and Strategy
- Communication with departments to set goals
- Numerical targets and action plans by BSC
- Feedback through goal/performance gap

2nd Step

Operate as an organizational change frame

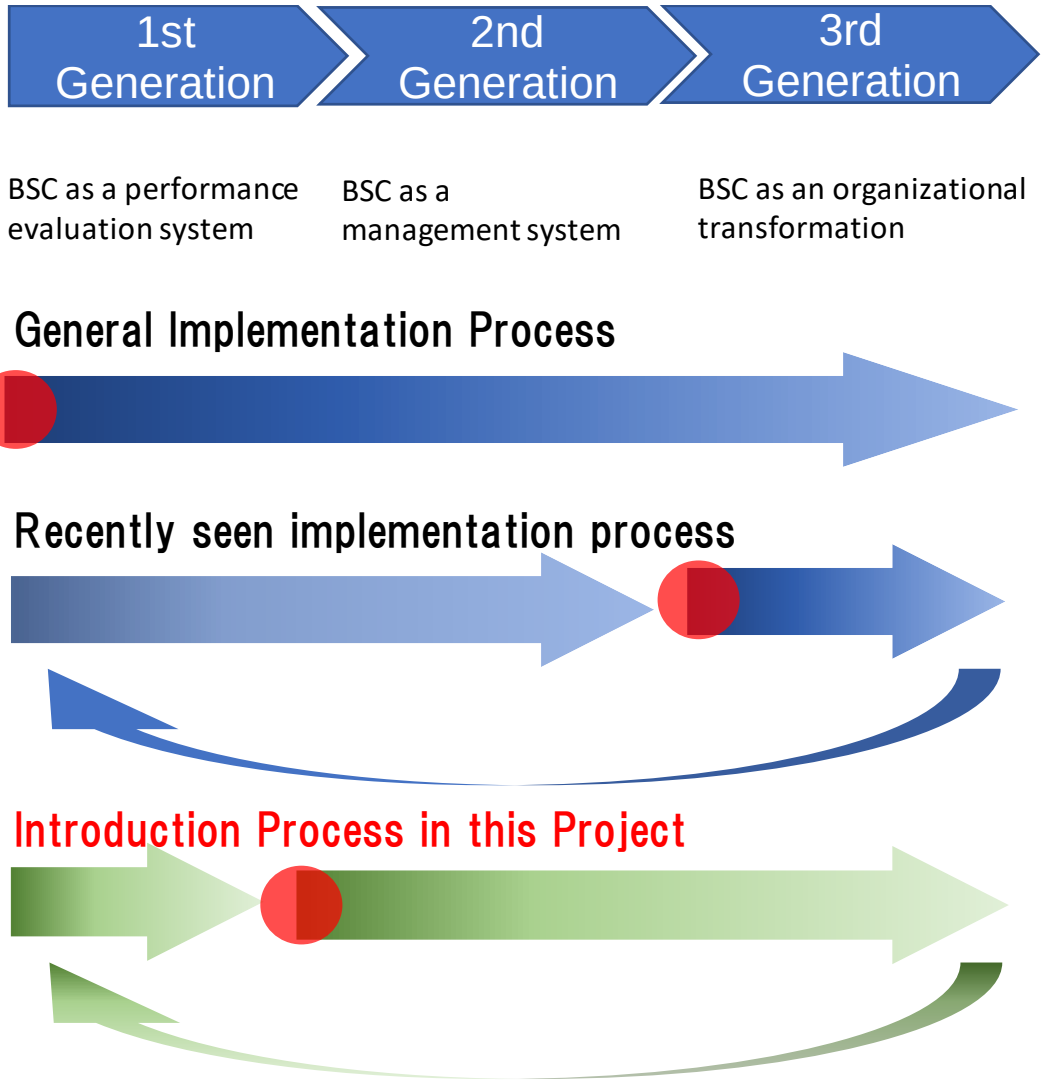
- Visualization of the strategy through the maps
- Aligning the vectors of each department
- Action and training according to the strategy
- Strategy/BSC/Budget/Operations Integration
- Maintain top management leadership

3rd Step

Operate as a performance evaluation method

- Performance Evaluation from perspectives
- Linkage between organizational performance and department head performance
- Introduction of the evaluation based on KPIs

(Reference) General introduction procedure



With regard to the introduction of BSC, it is acceptable to start from any of the generations.
Normally, many companies start with the first generation of performance evaluation, but recently we have seen cases where companies start with the third generation from the perspective of corporate transformation.
In the case of EDL, the first step is to change the management style to be more strategy-oriented and to foster an awareness of the need to manage plans in advance. In other words, it would be appropriate to start with the second generation, promote organizational and corporate transformation, and finally link this to performance evaluation.

5-1. Results Objective (Case)

Quantitative Objective

- Operation of two BSC cycles (half-yearly)

*Setting of indicators is determined through discussions with the planning department.

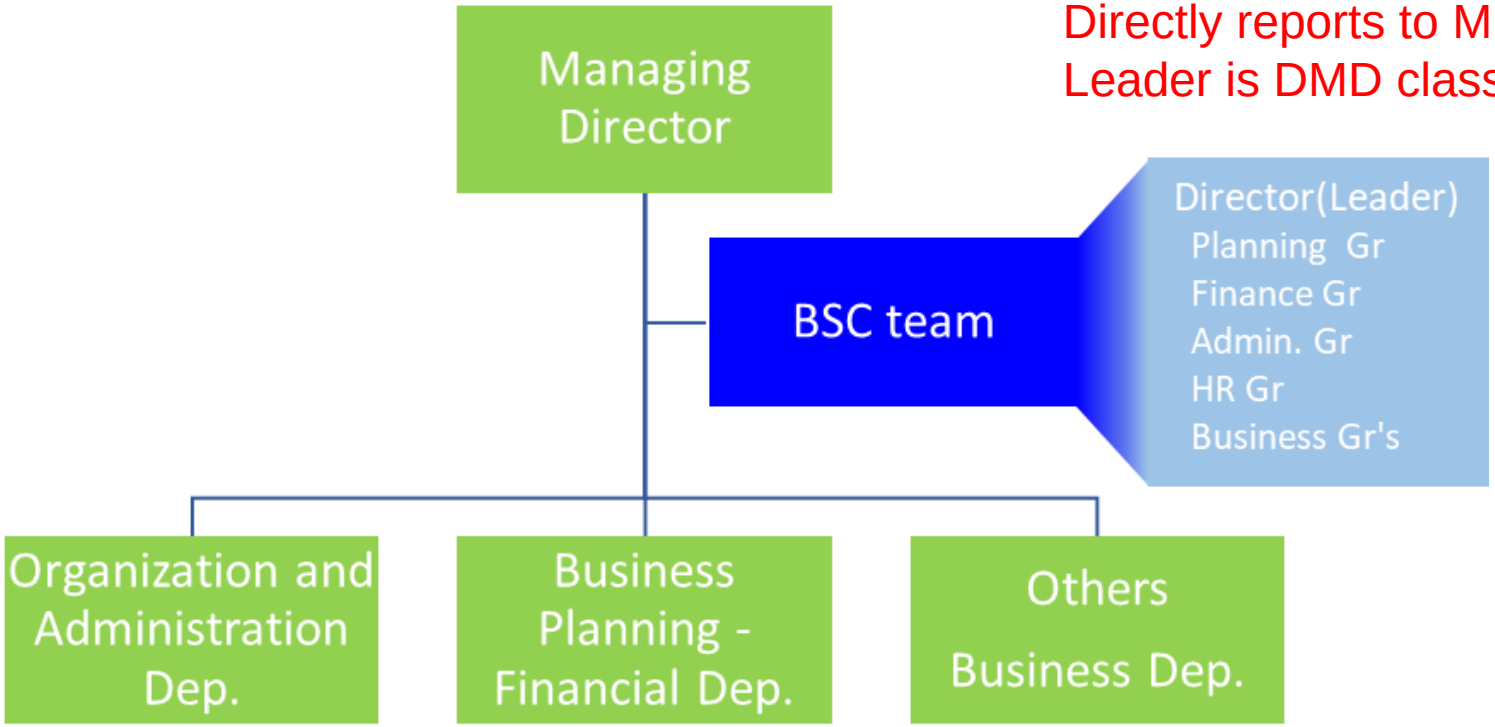
Qualitative Objective

- Quantification of company-wide vision
- Formulation of company-wide BSC
- Creation of company-wide strategic map
- Creation of one-tier BSC and strategy map
- Formulation of BSC and strategy map review procedures

5-2. BSC Introduction to Tissue

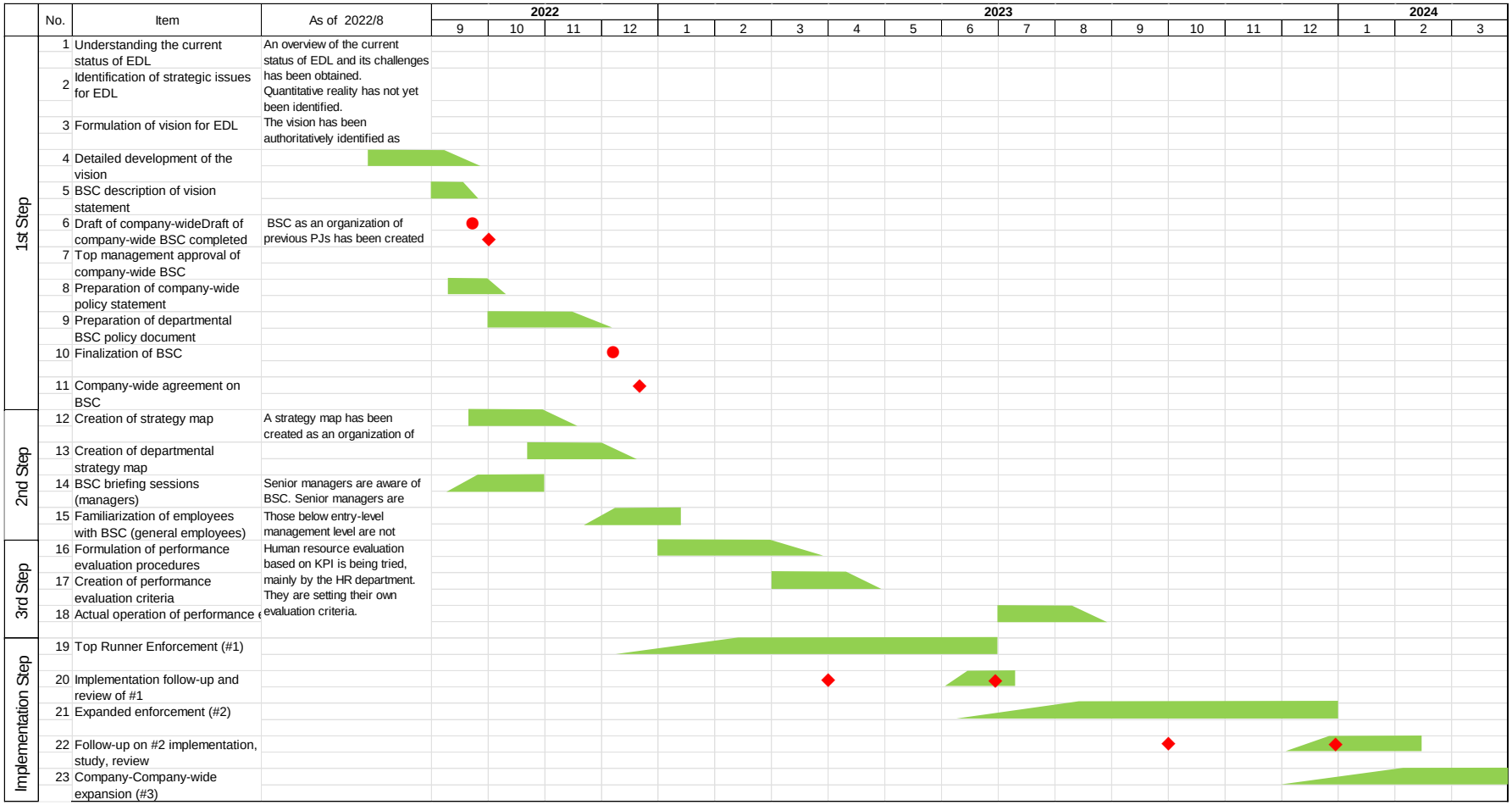
To promote the implementation of the BSC, a specialized organization needs to be established. The current BSC team should be strengthened, preferably by making its members full-time, to accelerate the formulation and deployment of the corporate BSC to the divisions. The person responsible for this should be a senior executive reporting directly to the MD. This will ensure seriousness of implementation and strong internal coordination.

Around 7 members
Directly reports to MD
Leader is DMD class



6. Master Plan

The introduction of BSC does not proceed merely by understanding the theory. In this support PJ, the actual BSC creation, operation, and review will be formalized through two half-yearly cycles, with the number of implementing departments being expanded. In order to implement the BSC within this PJ period, it is necessary to proceed according to the following schedule.



7. Conclusion

This is an analysis and recommendation based on the data obtained so far and the interviews conducted during the previous trip. Please point out these errors and inadequacies in future discussions.

On the other hand, the introduction of BSC and strengthening of management by management is an urgent issue, and the JICA team would like to share our future plan after clarifying the direction regarding the introduction of BSC and the formulation of management and departmental strategies in order to recover from the delay caused by COVI-19 and accelerate our support.

We hope that this document will be used as a basis for discussion to share our future direction as well as to propose our thoughts as a JICA team.

JICA Outcome 1 TF Team

添付資料 17　Vision Creation

添付資料 17

Vision Creation

For Chartering own future

Mission/Vision of EDL

Vision

- Electricite du Laos (EDL) a strong state-owned enterprise which is accepted and trusted by all concerned parties as well as accomplishment of two main functions as follow:
  - Highly pay attention and take responsibility to political duties and National socio-economic development plan that have been concretely formulated
  - Efficiently and effectively process the business by aiming to construct the power industry as a main sector in developing socio-economic and making revenue for the Nation as well as encouraging other concerned sectors to be developed alongside with power sector in order to create jobs for Lao people and ethnic group Nationwide and provide reasonable electric price consumption for them

Mission

- Become a main section for activating and encouraging to have production circuit, revenue increase and concrete domestic consumption.
- Reduce the foreign currency outflow caused by fuel import by using the potential of domestic power generation.
- Let all societies Nationwide to access quality power consumption with reasonable price in order to be able to make the product for competitive market.
- Get ready for power grid interconnection to neighboring countries and regional area by improving the stability and security of transmission/distribution system.
- Reform the business process model in order to rebuild the trust of customers, domestic consumers and foreign investment.

Vision Creation Procedure

The EDL as it is now

★ Strength a & Weekness.

Environment

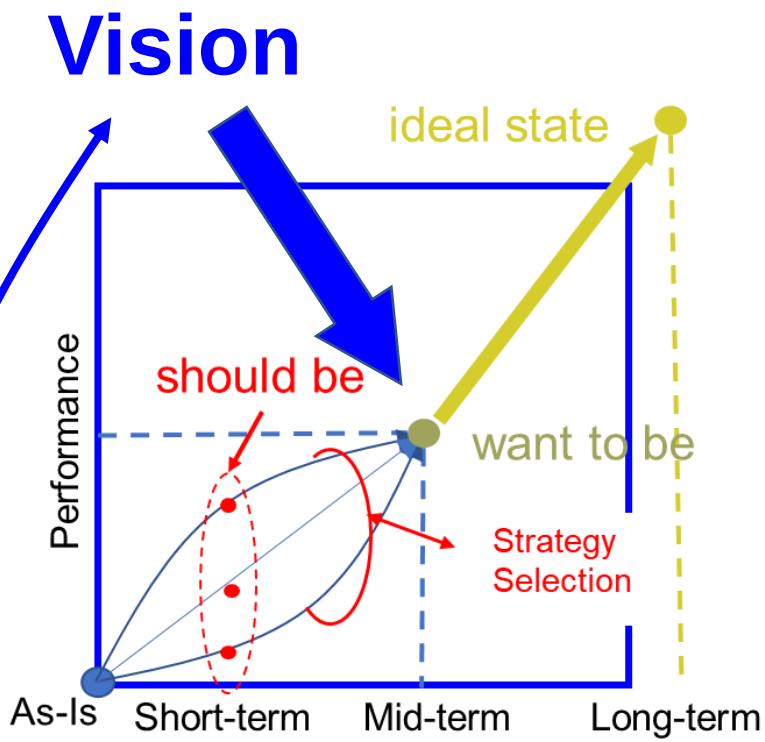
★ Opportunity & Threat

SWOT Analysis

Scenario Creation → Vision Creation

Future of EDL

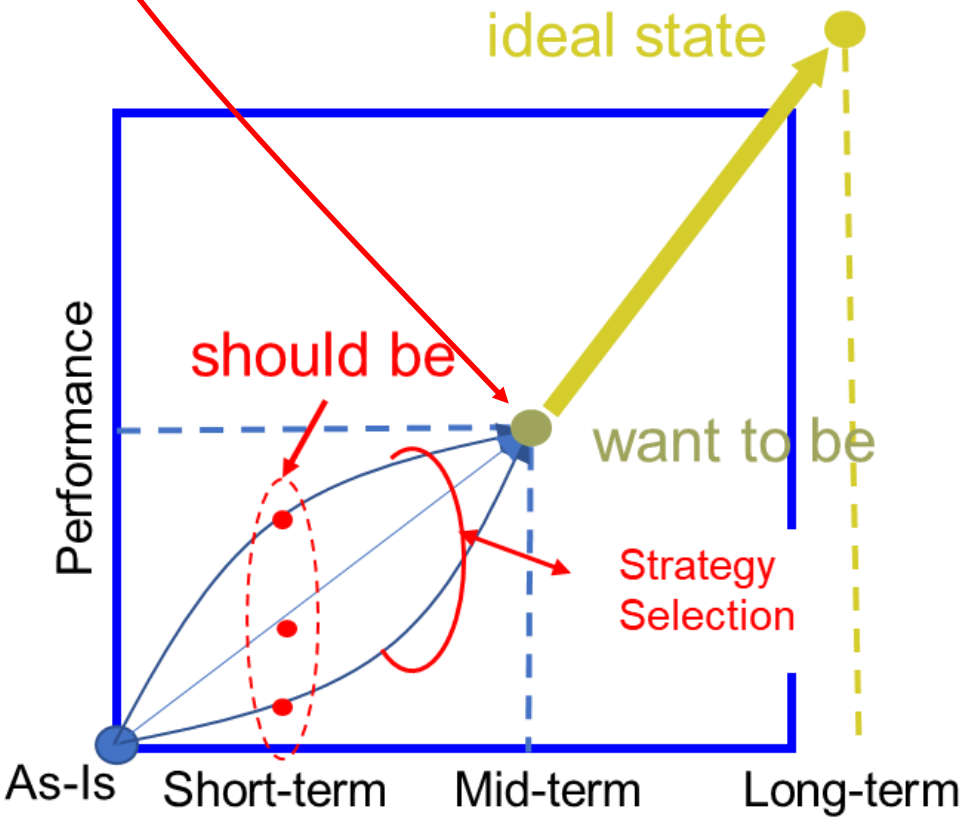
Create Balanced Score Card



Equivalent to Key Performance Indicators

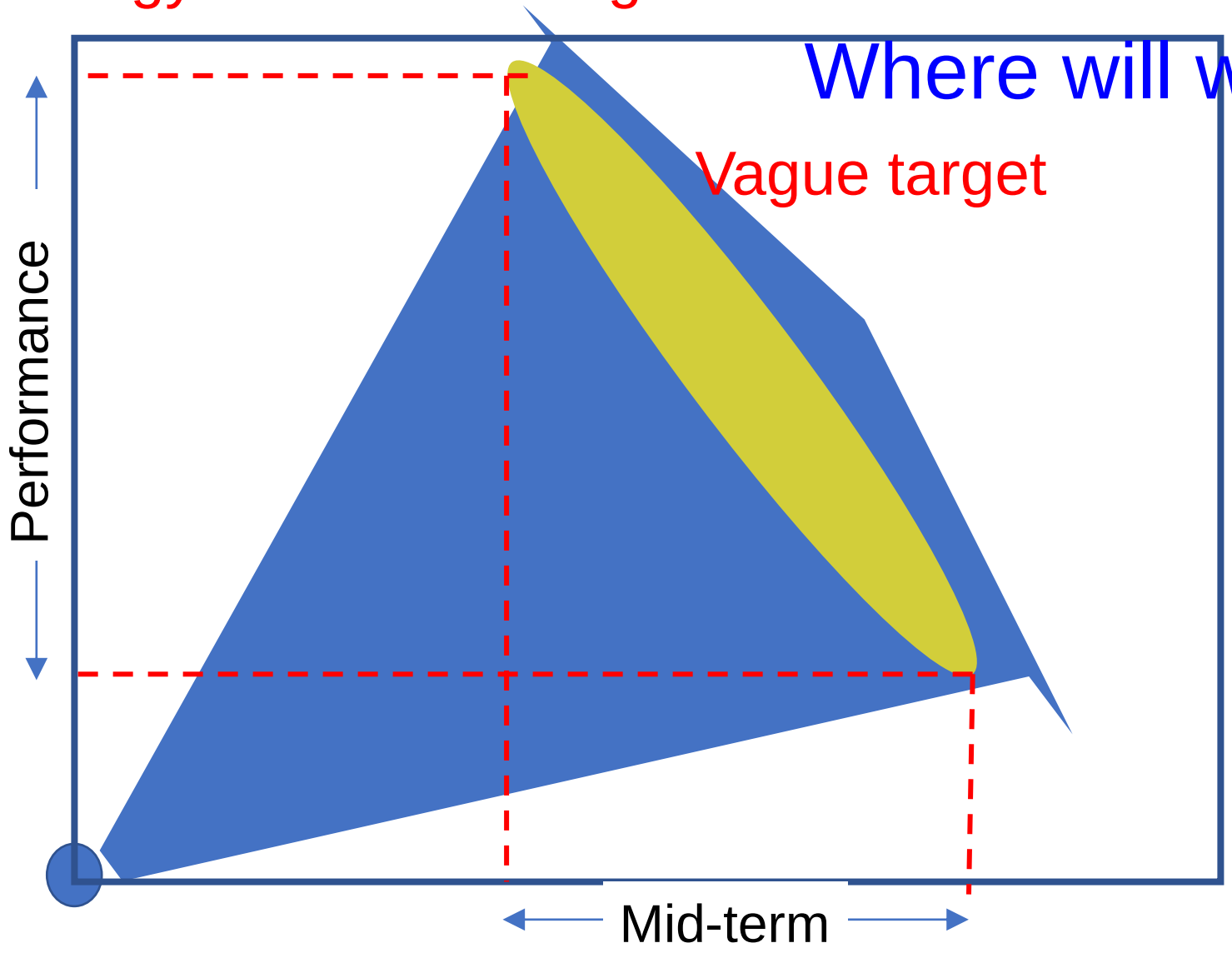
How to develop the Vision /Mision

- Vision should include information on when and to what extent it will be achieved.
  - When will the Vision be achieved ?
  - What is the level of achievement at the target deadline?



Once goals have been set, the immediate state to be achieved should be clarified and an action plan should be developed.

Strategy is about limiting



添付資料 18　Draft EDL Vision_2022_New Vision and Mission - draft -　22.12. 2022

添付資料 18

Summary of EDL's New Vision & Mission for the year 2023-2027

Content

I. • Objectives

II. • Expectation

III. • Other Utilities Example

IV. • EDL Mission& vision

Objectives:

1. **According to Managing Director's direction to review the vision/obligations.**

2. **The Grant project from JICA as “Project of Improvement of Power Utility Management”**

Expectation:

- Be the tool to Guide the Thinking and Actions of Employees, and be a reliable way to internally validate their thinking and actions mean they can focus more of their time on moving the organization forward rather than worrying about justifying the soundness of what they are doing.
- Help Determine and Inform Performance Standards since it does not only can performance tools be aligned to the Vision and Mission, but the performance tools can be used to help align the organization.
- Help attract appropriate talent since performance standards align with the Vision and Mission, then we know what behaviors, characteristics and skills are needed to help fulfil the Mission and achieve the Vision.

Expectation:

- Provide context and reduce friction during organizational Restructures, mean if the restructure aligns with the Vision and Mission, it can help give some context to the restructure.
- Help to provide a stable framework that can outlast internal changes, when the Vision and Mission are an integral part of the organization they give the company strength and direction well after those who helped create it are gone.
- Inspire EDL's people to be focused and Productive, since being focused allows an individual and an organization to channel their energy and creativity into a single and concentrated direction, the Vision and Mission.

Expectation:

- Help to facilitate collaboration with teams, customers, suppliers and partners, when the Vision and Mission are crisp and inspiring, beyond just those in the organization, then customers, suppliers and partners can feel part of something special too.
- Help with public relations, since Vision and Mission help define an organisation's identity, then it makes sense that the Vision and Mission are an important part of a company's Public Relations strategy. Also aligning the company's brand and communications with the Vision and Mission means that there will be consistency between what happens inside and what is communicated outside.

Other Utilities Example

EVN:

➢ Vision

Vietnam Electricity (EVN) is a leading economic group in the power sector in Vietnam and in the region, plays a key role in ensuring the national energy security.

➢ Mission

To sufficiently meet the electric energy demand of customers with better and better quality and services.

EGAT:

- **Vision**

Innovation power solutions for a better life

- **Mission**

Be the country’s main organization to secure the power reliability and enhance competitiveness of the nation through innovation for Thai happiness

PEA:

➢ Vision

Provincial Electricity Authority (PEA) is a leading organization in region, which focused on providing efficient, reliable electricity services and fully integrated, related business for developing quality of life, sustainability of economics and society.

➢ Mission

PEA is responsible for the provision of standardized electricity services and related business to attain the customer’s satisfaction on products and services through PEA’s continual corporate development plan with the recognition of social and environmental responsibility.

MEA:

- **Vision**

  Energy for city life, Energize smart living

- **Mission**

  Innovate and Operate smart energy system to empower city life for smart living

State Grid:

Strategic goal: building a world-leading energy internet company with Chinese Characteristics

Our Tenet: a power utility by the people and for the people

Our Mission: power your beautiful life, empower our beautiful China

Corporate spirit: in search of excellence, in pursuit of out-performance

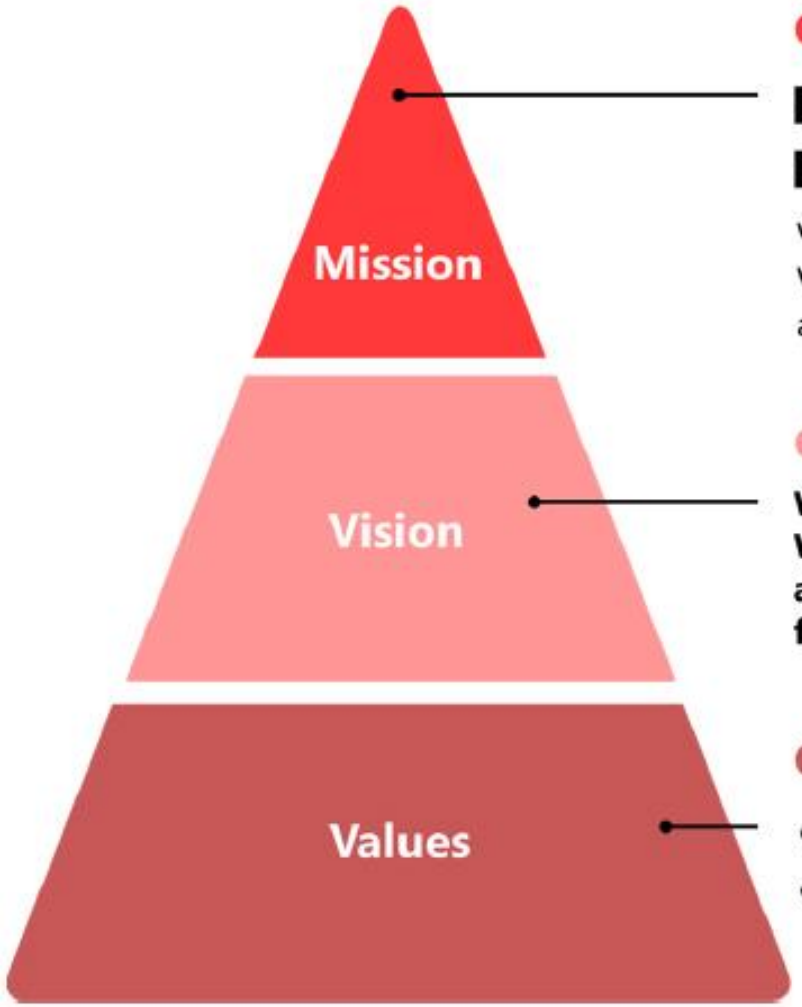
Development Strategy:



CSG:

- **Enterprise purpose:** people's electric industry for the people
- **Enterprise Positioning:** National Team Status Platform Enterprise Value Chain Integrator
- **Corporate Vision: To** become a world-class enterprise with global competitiveness
- **Management Philosophy:** Governing the enterprise scientifically and strictly according to the law
- **Business philosophy:** Integrity, frugality, morality, continuous growth, and all employees
- **Safety concept:** all accidents can be prevented
- **Service concept:** create value for customers
- **Talent concept:** the foundation of competition for the development of the first resource of an enterprise

TEPCO



Mission

Develop the future of energy
Deliver a comfortable life

We commit to fulfilling our responsibilities to Fukushima.
We pursue expanding possibilities in the world of energy
and deliver value beyond the expectations of individual customers.

Vision

We strive to earn the trust of our customers and partners.
We create value focusing on global carbon neutrality
and regional disaster preparedness
for a safe and sustainable society.

Values

- **Top priority on safety**
- **Customer-focused**
- **Fulfill our responsibilities**
- **Dare to innovate**

KEPCO

KEPCO, A Smart Energy Creator

KEPCO creates shared value for all players in smart energy value chain, shaping the future of global energy industry.

•Smart Energy

"Smart Energy" refers to the energy that makes production and consumption more efficient and creates new values by combining eco-friendly technology and ICT technology during production, transmission and use of electric power. Under the concept of Smart Energy, KEPCO will explore new business territories and create high quality employment opportunities by allowing customers to use electric power conveniently and efficiently; creating a better environment for society; and providing business opportunities to more business partners.

•Creator

Convergence of technologies and values has become the massive trend of the times. Electric power business will grow beyond the basis of national economic development, into the core infrastructure of value creation, where new values and technologies will be converged. With new services and energy platforms, KEPCO will grow from the electric power provider to a company that enhances customers' quality of life and to the first mover who leads the future of energy.

EDL Mission& vision

So what is should be ????



Current EDL's Vision & Mission

ວິໄສທັດ:
ເຮັດໃຫ້ລັດວິສາຫະກິດໄຟຟ້າລາວກາຍເປັນ ລັດວິສາຫະກິດທີ່ເຂັ້ມແຂງ, ເປັນທີ່ຍອມຮັບ ແລະ ໄດ້ຮັບຄວາມເຊື່ອໝັ້ນຈາກທຸກພາກສ່ວນທີ່ກ່ຽວຂ້ອງ ພ້ອມເຮັດຫຼ້ອນ 02 ໜ້າທີ່ຫຼັກຄື:

- ເອົາໃຈໃສ່ ແລະ ຮັບຜິດຊອບສຽງຕ່ຳໜ້າທີ່ການເມືອງ ແລະ ແຜນພັດທະນາເສດຖະກິດ-ສັງຄົມແຫ່ງຊາດ ທີ່ໄດ້ກຳໜົດໄວ້ໃຫ້ເປັນຮູບປະທຳ.
- ດຳເນີນທຸລະກິດໃຫ້ມີປະສິດທິພາບ ແລະ ປະສິດທິຜົນ ໂດຍແນໃສ່ສ້າງອຸດສາຫະກຳໄຟຟ້າໃຫ້ເປັນຂະແໜງການຫຼັກ ໃນການພັດທະນາເສດຖະກິດ-ສັງຄົມ ແລະ ສ້າງລາຍຮັບໃຫ້ແກ່ປະເທດ, ພ້ອມທັງຊຸກຍູ້ສົ່ງເສີມຂະແໜງ ການປົ່ນອ້ອມໃຫ້ມີການພັດທະນາໄປຄຽງຄູ່ກັນ ເພື່ອສ້າງວຽກເຮັດງານທຳໃຫ້ປະຊາຊົນລາວບັນດາເຜົ່າ ໄດ້ຊົມໃຊ້ໄຟຟ້າໃນລາຄາສົມເຫດສົມຜົນ.

Vision:
Make Electricite du Laos (EDL) a strong, recognized and trusted enterprise from all parties involved with complete of 2 main tasks:

- Pay attention to and be highly responsible for political tasks assignment and national socio-economic development plan that has been defined to become reality.
- Conduct business efficiently and effectively by aiming to make the electricity industrial to become a major sector in socio-economic development, country revenue generating source and promoting of the side business develop together for job creating for Lao people and utilize of the electricity with affordable price.

ພາລະກິດ:

- ເປັນພາກສ່ວນຫຼັກໃນການກະຕຸກຊຸກຍູ້ໃຫ້ເກີດວົງຈອນການຜະລິດ, ການສ້າງມູນຄ່າເພີ່ມ ແລະ ການຊົມໃຊ້ພາຍໃນຢ່າງເປັນຮູບປະທຳ.
- ຫຼຸດຜ່ອນການໄຫຼອອກຂອງເງິນຕາຕ່າງປະເທດໃນການນຳເຂົ້ານ້ຳມັນເຊື້ອໄຟ ໂດຍການຫັນມານຳໃຊ້ທ່າແຮງທຳງ່ານດ້ານພະລັງງານໄຟຟ້າທີ່ຜະລິດໄດ້ເອງ.
- ໃຫ້ທົ່ວສັງຄົມໄດ້ເຂົ້າເຖິງໄຟຟ້າທີ່ມີຄຸນນະພາບ ໃນລາຄາທີ່ສົມເຫດສົມຜົນ ເພື່ອສາມາດສ້າງຜະລິດຕະພັນທີ່ສາມາດແຂ່ງຂັນໄດ້ໃນຕະຫຼາດ.
- ກຽມຄວາມພ້ອມໃນການເຊື່ອມໂຍງພະລັງງານໄຟຟ້າກັບປະເທດເພື່ອນບ້ານ ແລະ ພູມມີພາກ ໂດຍການປັບປຸງລະບົບສະຫນອງໄຟຟ້າໃຫ້ມີຄວາມສະຖຽນລະພາບ ແລະ ລະບົບຕາຂ່າຍໄຟຟ້າໃຫ້ມີຄວາມຫມັ້ນຄົງ.
- ປະຕິຮູບແບບແຜນວິທີດຳເນີນທຸລະກິດ ເພື່ອດຶງດູດຄວາມເຊື່ອຫມັ້ນຂອງລູກຄ້າ ແລະ ຜູ້ຊົມໃຊ້ໄຟພາຍໃນ ແລະ ການລົງທຶນຂອງຕ່າງປະເທດກັບຄືນມາ.

Mission:

- Be a key part in stimulating the production cycle, value creation and tangible domestic consumption.
- Reduce the outflow of foreign currency in the import of fuel by shifting to the potential of self-generated energy.
- Provide the whole society with access to quality electricity at reasonable prices in order to create products that are competitive in the market.
- Prepare for the integration of electricity with neighbouring countries and the region by improving the electricity distribution system to be stable and the grid system to be stable.

Current EDL's Strategy

Now EDL set a strategy call "RUN" which included:

R

4 Reforms:

- Reform organization;
- Reform Selling tariff;
- Reform of Purchasing tariff;
- Reform Debt Structure.

U

3 Up:

- Update mindset;
- Up skill of EDL's staffs;
- Upgrade the system and equipment's.

N

1 Nation:

- All what EDL's staffs do are for nation's benefit and;
- All what EDL's staffs do are for EDL sustainable.

What is Vision & Mission ?

Vision is the ideal state that the organization wishes to achieve.
It is inspirational and aspirational and should challenge employees.

- What problem are we seeking to solve?
- Where are we headed?
- What would we look like 5-10 years from now?

Mission is the organization's reason for existence. It describes the organization's purpose and its overall intention.

- What is our organization's purpose?
- Why does our organization exist?

Vision Creation Procedure



Make sure the vision statement:

1. is clear and written in plain English (i.e. no jargon or 'business speak').
2. is passionate, powerful and memorable.
3. is short and says a lot in a few words.
4. is realistic (i.e. in terms of the resources, capabilities and growth potential).
5. describes the best outcome (ideal state) for the business.
6. doesn't use numeric measures of success.
7. helps build a picture in people's minds.

ຄວາມປາດຖະໜາ



ການສ້າງແຮງບັນດານໃຈ

ສ້າງແຮງຈູງໃຈ

Overview of the problems of EDL before the restoration

1. Issues related to jurisprudence and management mechanisms
2. Administrative structure and personnel issues (related to administration, structure, personnel)
3. Planning-financial-accounting issues (related to planning and investment, accounting, financial system)
4. Technical problems (difficulty in balancing the power and capacity of the electrical system, high power loss, late repair and installation services)

SWOT Analysis

Strengths

1. EDL is one of power business which is the main national income of the country (monopoly).
2. A large SOE in Laos.
3. Hydropower resources.
4. EDL has many branches and transmission line cover whole country.
5. EDL conduct business under the policy of government to facilitate various business operation especially energy infrastructure development project.
6. EDL has more employees to support their organization management.
7. There are many organization resources

SWOT Analysis – Cont'

Weakness

1. Corporate target is vague (Vision and mission).
2. Internal direction and communication is poor.
3. Service and internal management is poor.
4. Corporate management system is not much systemized.
5. HRM system is not up to standard, especially HRD and incentive to work.
6. Lack of professional knowledge and working skills.
7. There is not strategy to conduct effective business.
8. The service has not yet met the customers needs.
9. Not appropriate for financial management.
10. Out of date technology.

SWOT Analysis – Cont'

Weakness

11. Insufficient electricity and equipment.
12. Not stable power supply.
13. EDL can not borrow more money caused by having huge debts (uncreditable).
14. Many part of EDL has request budget without considering to current situation of EDL Finance.
15. Policies are not consistent.
16. Management involved many processes.
17. Human resources management is not systemized and not much effective.

SWOT Analysis – Cont'

Opportunities

1. Good support from GOL and partners.
2. Government encourages foreign investment.
3. Government allow EDL to increase tariff for industries.
4. Power generation facilities will belong to EDL.
5. EDL becomes an only export organization of electricity in Laos.
6. Technology in EDL will be improved by own improvement, aid big partners, projects (JICA, WORLD BANK, etc.)
7. Selling electricity to neighboring countries.

SWOT Analysis – Cont'

Opportunities

8. A mechanism will be established to facilitate payment of electricity (e.g. EDL application in mobile phone, automatic cabinet that installed in the villages).
9. Hydrogen demand will be increasing.
10. Collaboration with the private sectors is go on.
11. Rural areas will use more electricity then they do now (electricity distribution will be expand around the country).
12. Electricity demand increase with the spread of mobile phone and internet.
13. Industrial countries need renewable energy certificates.

SWOT Analysis – Cont'

Threats

1. Government will may no longer support EDL.
2. Local climatic conditions (there are wet and dry seasons as before) that effected to DEL's energy management.
3. Ministry allows IPP/SPP to export energy directly.
4. Inflation is increasing (affected by exchange rate).
5. Economics unstable situation increase EDL's expenses.
6. Government requires EDL to set lower prices of electricity.
7. Staffs' skills and knowledge are inadequate for the new technology.
8. Amount of EV charging is increasing (electricity demand will surplus electricity supply).

The problems of Current EDL's Vision & Mission

- **Vision:**

1. The content of the vision is characterized by sentences that are too long or not concise making it difficult to communicate both internally and externally to understand and remember the vision;
2. The content of the vision is unclear or unclear without showing signs that show abstractness such as determining the duration, or other indicators
3. The content of the vision is more like the mission because it describes the mission that the organization will do in the future;
4. The vision is not related to the growth situation of the organization because currently the organization is still in a difficult situation and facing various problems, especially problems related to financial liquidity.

The problems of Current EDL's Vision & Mission – Cont'

- **Mission:**

1. Some of the contents of the mission are similar to the vision contents;
2. The content of the mission is too broad, which sometimes does not clearly reflect the actual situation of the organization, especially the content of the current EDL reform.

New EDL's Vision & Mission from 2023 – 2027

Vision:

"Vision: EDL will become a state owned enterprise on Energy security for Lao PDR and neighbor countries. (In Sort: Energy Security for All)"

ວິໄສທັດ:

"ໄຟຟ້າລາວຈະເປັນລັດວິສາຫະກິດທີ່ຮັບປະກັນທາງດ້ານຄວາມໝັ້ນຄົງດ້ານພະລັງງານໃຫ້ແກ່ ສປປ ລາວ ແລະ ມີຄວາມອາດສາມາດສະໜອງປະເທດເພື່ອນບ້ານ.

(ສັງລວມສັ້ນ: ຟຟລ ສ້າງຄວາມໝັ້ນຄົງດ້ານພະລັງງານເພື່ອທຸກໆ ຄົນ)"

New EDL's Vision & Mission from 2023 – 2027

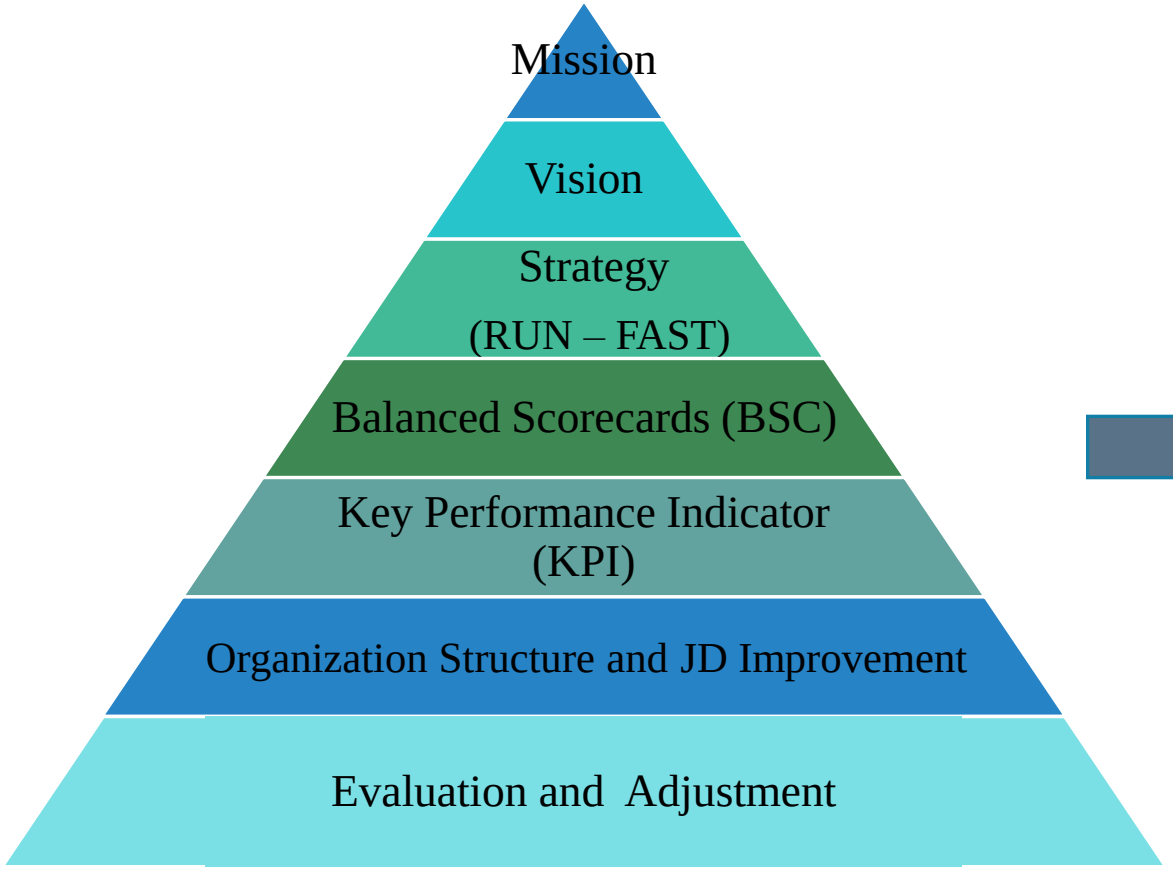
Mission:

- Be highly responsible for political tasks assignment and national socio-economic development plan that has been defined to become reality.
- EDL will improve to ensure the energy security related 3 main components which one Availability, Accessibility, and reliability.

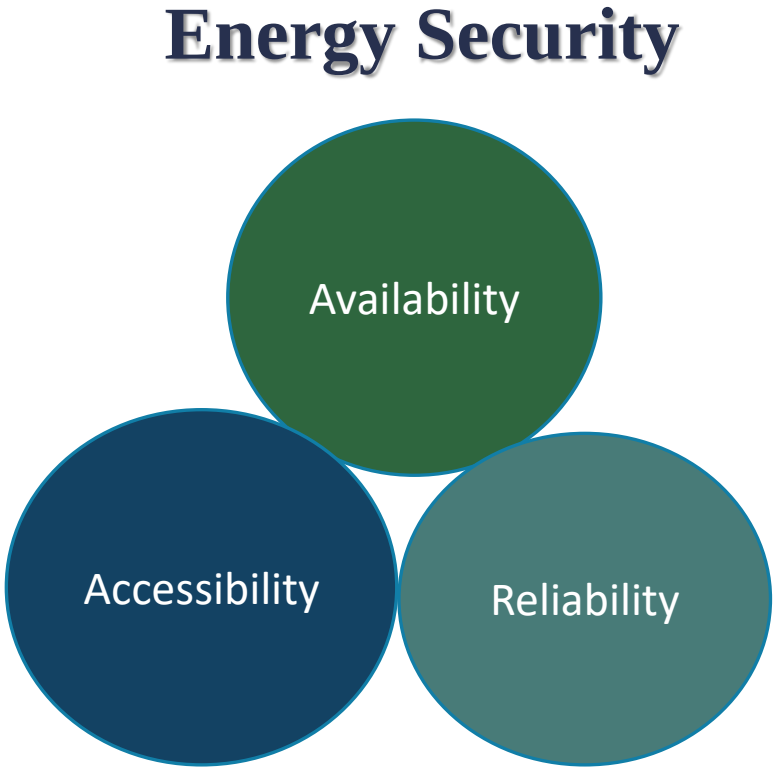
ພາລະກິດ:

- ຟຟລ ເອົາໃຈໃສ່ ແລະ ຮັບຜິດຊອບສູງຕໍ່ໜ້າທີ່ການເມືອງ ເພື່ອຈັດຕັ້ງປະຕິບັດແຜນພັດທະນາເສດຖະກິດ-ສັງຄົມແຫ່ງຊາດ ທີ່ໄດ້ກຳນົດໄວ້ໃຫ້ເປັນຮູບປະທຳ.
- ໄຟຟ້າລາວ ພັດທະນາເພື່ອຮັບປະກັນຄວາມໝັ້ນຄົງທາງດ້ານພະລັງງານໃນ 3 ດ້ານ ຄື: ຄວາມສາມາດສະໜອງ, ການເຂົ້າເຖິງພະລັງງານ, ແລະ ສະຖຽນລະພາບທາງດ້ານພະລັງງານ.

EDL's Improvement Processes since 2023 – 2027



EDL



EDL's Energy Security Concept from 2023 – 2027

1. Availability on a local level, which may relate to whether communities are located in grid service areas or if there is sufficient grid infrastructure
2. Accessibility, which involves equitable access to energy by all members of a society; this relates to the economic cost of purchasing energy as well as if individual households have connection to a utility grid
3. Reliability, which involves the efficiency, and social acceptability of energy generating, distribution, and utilization

New EDL's Strategies from 2023 – 2027

- **RUN ➡ FAST ⟶ EDL slogan: "EDL, moving forward with a stable steps"**

R

7 Reforms:

- Energy strategy and Business Policy.
- Organization Structure and Human Resource Development.
- Energy Business management.
- Energy Security.
- Finance – Accounting Management.
- Debt Management.
- Compliance, Control, Audit and Inspection.

U

Company Culture:

3 Up:

- Update mindset;
- Up skill of EDL's staffs;
- Upgrade the working system and equipment's.

N

Company Core Value:

1 Nation:

- All what EDL's staffs do are for nation's benefit and;
- All what EDL's staffs do are for EDL sustainable.

Desired Outcomes from new Vision & Mission

1. Guide the Thinking and Actions of Employees;
2. Help Determine and Inform Performance Standards;
3. Help Attract Appropriate Talent;
4. Provide Context and Reduce Friction During Organizational Restructures;
5. Provide a Stable Framework that can Outlast Internal Changes;
6. Inspire People to be Focused and Productive;
7. Facilitate Collaboration with Teams, Customers, Suppliers and Partners;
8. Help with Public Relations.

Source: https://shit.management/8-benefits-of-great-vision-and-mission-statements/

New EDL's Strategies from 2023 – 2027 (Cont')

RUN (FAST) - R include 7 Reform Plans:

1. Energy strategy and Business Policy.
2. Organization Structure and Human Resource Development.
3. Energy Business management.
4. Energy Security.
5. Finance – Accounting Management.
6. Debt Management.
7. Compliance, Control, Audit and Inspection.

New EDL's Strategies from 2023 – 2027 (Cont')

1. Energy strategy and Business Policy.

Goal: Define the strategy and policy in the business operation of EDL again clearly, focusing on self-sustainable business operation, reducing leverage, building strength until it can become a source of accumulation for the state in line with the national energy sector development policy. Also, create a clear vision to guide all employees in the implementation of work.

Plan 1: Revise the regulations of the EDL to be in line with the business conditions and serve the policy direction of the government;

Plan 2: Update the internal legislation in accordance with the business conditions and periodic changes;

Plan 3: Improve the legislation, mechanism and coordination between the macro management of the sector and the micro management of EDL.

Plan 4: Improve the work mechanism, coordination and control of the Board of Directors Chamber and Board of Directors

New EDL's Strategies from 2023 – 2027 (Cont')

1. Energy strategy and Business Policy (Cont')

Desired Outcome:

- Propose to issue a policy of energy stability to the government on March of 2023 and then be approved by the National Assembly by June of 2024;
- Revise the enterprise rules to be clearly dividing internal responsibilities especially between the board of directors and the board of directors, to be completed by December 2022;
- Improve internal legislation (enterprise level) to ensure the efficiency in the implementation by the end of 2023;
- Propose to amend some articles in the law that are not in line with business operations to be completed by 2023;
- Proposed to create an energy management committee, to determine the fair price of buying and selling electricity expected to be presented to the government in the first quarter of 2023 and the board appointed in the third quarter of 2023.

New EDL's Strategies from 2023 – 2027 (Cont')

2. Organization Structure and Human Resource Development.

Goal: Ensure that the management of the work are in a systematic, harmonious, flexible-quick and in quality manner. Build and systematically use professional and skilled personnel according to each line of work with a KPI evaluation system and move towards becoming a modern organization.

Plan 1: Improve the organizational structure of EDL to be efficient and consistent with each task, to streamline the operation process and make it faster.

Plan 2: Improve the personnel management system from the system of permanent hiring and taking salaries according to class/level to "fixed-term labor contract system"; Restructuring the new salary structure on the basis of adding the performance indicator index (KPI) into the composition of the salary; Hire specialized staff or consultants for some positions that are necessary.

Plan 3: Improving the tax management system

New EDL's Strategies from 2023 – 2027 (Cont')

2. Organization Structure and Human Resource Development (Cont')

Desired Outcome:

- A strong organizational structure, with a mechanism to evaluate, adapt to the situation to be completed within the first quarter of 2023;
- Labor management mechanism, performance evaluation system as KPI and to be completed within the first quarter of 2023;
- Have an effective personnel management system (creating experts, successors-replacements) by completing the principle at the end of 2023.

New EDL's Strategies from 2023 – 2027 (Cont')

3. Energy Business management.

Goal: to make EDL become a strong state owned enterprise, acceptable and trusted by all parties involved, it must fulfill 02 main duties: **1)** pay attention to and be highly responsible for the politics and the national socio-economic development plan that has been set into practice and **2)** conduct business effectively and efficiently with the aim of making the electricity industry a key sector in the socio-economic development and generating income for the country, as well as encouraging the electricity sector to develop electricity side by side in order to create jobs for the people of all ethnic groups.

Plan 1: Improving and modernizing the management of the organization.

Plan 2: Research and improve the electricity price structure in the country to reflect the cost of production, along with the negotiation of the electricity purchase agreement for new projects or the modification of the electricity purchase agreement for previous projects to suit the cash flow and effectiveness of each project..

Plan 3: Improve the business plan of the enterprise in the direction of reducing expenses-increasing income and researching the potential of EDL's multiple businesses.

New EDL's Strategies from 2023 – 2027 (Cont')

3. Energy Business management – Cont'

Plan 4: Investigate the improvement of EDL's shareholding structure in EDL-Gen companies, including considering entering or withdrawing shares among other production sources and related companies according to the actual effectiveness of each project.;

Plan 5: Solving the problem of arrears of public sector electricity and irrigation.

New EDL's Strategies from 2023 – 2027 (Cont')

3. Energy Business management – Cont'

Desired Outcome:

- Build a strong IT infrastructure (ICT) to be completed by the end of 2023;
- Lower electricity supply costs to relieve the heavy debt burden over 10 years (until 2030), with the completion of negotiations and reforms by the end of 2023;
- Income increase from doing multiple businesses and adjusting the selling price reasonably, to complete the revision of price structure by January of 2023;
- Effective investment, withdrawal from ineffective projects to complete the research and present to the government by the first quater of 2023;
- Resolve the problem of public sector debt to complete the presentation and start to impliment by the first quater of 2023.

New EDL's Strategies from 2023 – 2027 (Cont')

4. Energy Security.

Goal: To ensure the energy balance as well as the country's energy security in a formal way and to ensure the supply of electricity to serve the growth of the socio-economics, especially the industrial sector which is the main driving force of the country.

Plan 1: Plan a strategy to balance the energy in the country, solve insufficient electricity from production sources by supplementing production sources that can produce electricity in the dry season, such as: coal thermal electricity, solar energy, etc. including increasing energy exchange points with neighboring countries to strengthen the stability of the system.

Plan 2: Plan the development of production sources, transmission systems and stations that are in line with the development pace of consumption sources to ensure effectiveness in itself, meaning that new investment must ensure a clear return in each period.

Plan 3: Ensure standards-techniques, safety of electrical systems and production sources to ensure the operation of workers and social security, including energy management and reduce energy waste effectively.

New EDL's Strategies from 2023 – 2027 (Cont')

4. Energy Security.

Desired Outcome:

- Have a clear energy management plan, maintaining effective production sources to ensure economic growth and lower domestic electricity supply costs and to complete the proposal in December 2022;
- Have the efficiecy development plan for power source, tranmission and station system and distribution system, to be complete in the first quarter of 2023;
- Balance energy with neighboring countries until 2030, not to become a big customer to cpmplete the plan in January of 2022;
- Energy falls within the threshold of neighboring countries (Transmission not exceeding 2.5%The distribution system does not exceed 7%) from 2025 onwards;
- Have a statndard Manual for maintenance-repair of transmission-distribution system and publish as well as monitor performance in the first quarter of 2023.

New EDL's Strategies from 2023 – 2027 (Cont')

5. Finance – Accounting Management.

Goal: To improve the financial-accounting management system to be standardized, clear, transparent and modernized; as a basis for budget planning in accordance with the actual situation along with guaranteeing the most efficient use of the budget.

Plan 1: Improve the work of budget planning in a centralized and efficient manner, including monitoring, inspection and summarizing in a systematic way.

Plan 2: Improve centralized financial management, use of budget, purchasing and hiring and effective warehouse management.

Plan 3: Improve the accounting system according to the accounting measures and accounting regulations set out and modernized accounting management.

New EDL's Strategies from 2023 – 2027 (Cont')

5. Finance – Accounting Management.

Desired Outcome:

- Have a standard a manual for planning-budgeting, procurement-hiring in a systematic, up-to-date manner which is a mechanism to monitor the implementation effectively and to be completed in the first quarter of 2023;
- Adjust procurement-hire mechanism, within and out of the plan to match the actual situation and to be completed in the first quarter of 2023;
- Adjust the accounting system, accounting legislation, accounting program to align with accounting standards to be completed in the second quarter of 2023 and which part cannot implement by EDL the require to use external consultant.

New EDL's Strategies from 2023 – 2027 (Cont')

6. Debt Management.

Goal: To ensure that the payment of debt is systematic, according to the plan and on time, able to solve the debt problem of EDL with the creditors in a formal and sustainable manner and avoid lawsuits and charges from the creditors.

Plan 1: Systematic debt assessment by analyzing the debt types in detail to find appropriate solutions.

Plan 2: Continue to explore the solution of the debt related to the establishment of EDL-T company to solve the transmission debt and must ensure that other debt will have a solution mechanism at the same time. Also, ensure that there will be a real ability to pay, unlike the previous project study.

Plan 3: Debt settlement negotiation plan with the production sources including encouraging the government to negotiate so that the banks of the production sources can adjust the debt structure to match the flow of the EDL after the reform.

Plan 4: Negotiate and revise EDL's loan agreements in terms of principal, interest and currency that EDL can actually pay.

New EDL's Strategies from 2023 – 2027 (Cont')

6. Debt Management.

Desired Outcome:

- Assess the entire debt system, analyze it in detail to see the risks and propose timely solutions to avoid lawsuits to be completed in January 2023;
- Create debt settlement measures in a systematic way, by proposing debt restructuring with creditors, which will be implemented after the completion of other reform plan measures to be completed in the first quarter of 2023.

New EDL's Strategies from 2023 – 2027 (Cont')

7. Compliance, Control, Audit and Inspection.

Goal: In order for the audit-inspection work to be carried out in a complete system, to create transparency within the state-owned enterprises and to be able to audit, attention must be paid to the revision of the audit-inspection work legislation related to the improvement of the database system, the accounting system that must have systematic and reliable records.

Plan 1: Create and improve internal control regulations to be effective, especially the performance of personnel at each level in accordance with the legislation of the electricity enterprise and other relevant laws and regulations;

Plan 2: Create and improve mechanisms, methods of implementation, evaluation of personnel, system of praise, disciplinary action against violators; The mechanism and method of organizing the inspection work is to prevent the shortcoming of personnel at each level.

Plan 3: Create and improve the cooperation with external inspection-audit and also improve the correction of inspection-audit results;

Plan 4: Build strength for personnel who work on the internal inspection of EDL.

New EDL's Strategies from 2023 – 2027 (Cont')

7. Compliance, Control, Audit and Inspection.

Desired Outcome:

- Have the mechanisms, legislation for systematic internal audit work, including measures to implement the results of the audit and to complete the creation of legislation for audit work within the enterprise in the 2nd quarter of 2023;
- Have the mechanism to work with independent inspection organizations, increase transparency, build trust in society as well as the government, to complete the mechanism (manual) in the first quarter of 2023;
- Have an audit-inspection unit that directly depends on the board of directors to ensure transparency reporting, to complete the update in the first quarter of 2023.

New EDL's Strategies from 2023 – 2027 (Cont')

RUN (FAST) – U = Up include 3 Up: are Company Culture.

1. **Update mindset:** motivate staffs to open mind for improvement and development to align with organization's goals (organize the motivation trainings, etc.).
2. **Up skill of EDL's staffs:** increase training paln, strengthen partnership with government and international agencies to exchange and improve working skills under improvement and development projects, exchange knowlegde on technical and technology with partners (HAPUA, EGAT, etc.), support EDL staffs on creating new innovation to adapt and use it with EDL.
3. **Upgrade the working system and equipment:** Improvement activities: Kaizen activity (implement the Poka-Yoke (Failsafe Devices) activities such as multi-skill development, Small group activity, QC story, etc.), using new innovation and technology, ect. The essential equipment for two main works as administration (checking and changing new office equipment), and technical works especially the work related to National Control Center System (now EDL is in process of coordination to cooperate with external parties in developing this system).

New EDL's Strategies from 2023 – 2027 (Cont')

RUN ➡ FAST include:

1. F = Finance.
2. A = Accounting.
3. S = Sustainable.
4. T = Transformed.

➡ **The expected outcome of the reform as National income (income – (CAPEX + OPEX))**

New EDL's Strategies from 2023 – 2027 (Cont')

RUN ➡ FAST include:

1. **F = Finance**: improving the overall financial management namely, budgeting, procurement and inventory management effectively. These would be a basically budget planning regarding to the actual situation and guarantee the most effective use of the budget.

2. **A = Accounting:** improving the accounting system management according to the defined accounting standards and regulations. Accounting system management shall be turned to modernize and meet the standard of approval accounting system management law (LFRS and IFRS in the future). In term of entering the accounting information and reporting of accounting-finance must be completed within the deadline and without any mistakes.

New EDL's Strategies from 2023 – 2027 (Cont')

RUN ➡ FAST include:

3. **S = Sustainable:** The sustainability of EDL's business operations must be guaranteed and achieved namely: 1) Technical growth through the process of improving the plan, working methods such as generation-transmission and distribution of electric power with quality and quantity; 2) taking accountability to society and the environment; 3) having transparency in accounting and finance to create and save the national budget. All of these must be able to hand-over to the next generation to continuously develop and create innovation for business operation in the next future.

4. **T = Transformed:** The reform process must be measured through the BSC system to understand the picture of the four indicators: 1) Finance, 2) Internal Working Process, 3) Customer satisfaction and 4) Learning & Growth. There are to ensure that EDL will soon return to normal operation to create energy security for the country.

Thank you very much

添付資料 19　20221129_Web-Mtg_Training Center_Discussion Management Seminar

Discussion: Management Seminar

JICA team: A. KAMATA

Today's Agenda

1. Scheduled visit
2. Target participants
3. Programs of the seminar
4. How to proceed the seminar
5. Schedule of the seminar and

1. Scheduled visit

- I have four visits scheduled from January through December.
  - The first is scheduled for mid-January.
  - The second will be in early May.
  - The third will be in early September.
  - The last will be in mid-December.

- Please note that this is only a schedule and is subject to change depending on the overall operation of this project.

2.Target Participants

◆Target

Managers who has been newly promoted

◆Soliya-san is listing participants who are interested in this seminars.

➡ Please let me know the current situation.

Are there any managers who did not attend the seminar in July. (It was performed in my first visit to Laos)

3. Program of the seminar

1. What's Manager
   - ① Developing the Organization
   - ② Getting team members to Achieve Goals
   - ③ Developing Your Own Abilities

(Skills required for managers)

2. Leadership
3. Communication
4. Negotiation
5. Logical Thinking

(Tools for managers)

5. Label Meeting
6. SWOT Analysis and Scenario
7. Profit/Loss Analysis and Management
8. Issue setting and Action Plan
9. Indicator management
10. KAIZEN

4.How to proceed the seminar

- Seminars will be held twice for each visit.
  - There will be 8 seminars in total.
- Each seminar will be 3 hours in duration.
  - Each seminar has 2 programs.
- The seminars will include some group work.
  - We would like the participants to be divided into groups.
  - We would like each group to consist of participants from various sections.
  - We would like to have a table for each group in the hall.



- Are there excesses or deficiencies in the total number of times or the time per session?

5. Schedule of the seminar

	2022/Jul.	2022/Sep.	2023/Jan.		2023/May		2023/Sep.		2023/Dec.	
1.What's Manager										
①Developing the Organization										
②Getting team members to Achieve Goals										
③Developing Your Own Abilities										
(Skills required for managers)										
2.Leadership										
3.Communication										
4.Negotiation										
5.Logical Thinking										
(Tools for managers)										
5.Label Meeting										
6.SWOT Analysis and Scenario										
7.Profit/Loss Analysis and Management										
8.Issue setting and Action Plan										
9.Indicator management										
10.KAIZEN										

- ◆Once we have the seminar schedule set up as above.
- ◆If you have any ideas, please let us know.

Miscellaneous Matters

- Who will get the top management's approval for this project?
- Who is the secretariat for this project?

- This project is a trial for EDL to plan its own seminars for administrators in FY2024 and beyond.
- Please consider how you would like to plan your seminar for 2024 and beyond.

添付資料 20　20230215_Web-Mtg_HR_Discussion Mentor System

添付資料 20

Discussion: Mentor Program

JICA team: A. KAMATA

2. Organization Structure and Human Resource Development.

Goal: Ensure that the management of the work are in a systematic, harmonious, flexible-quick and in quality manner. Build and systematically use professional and skilled personnel according to each line of work with a KPI evaluation system and move towards becoming a modern organization.

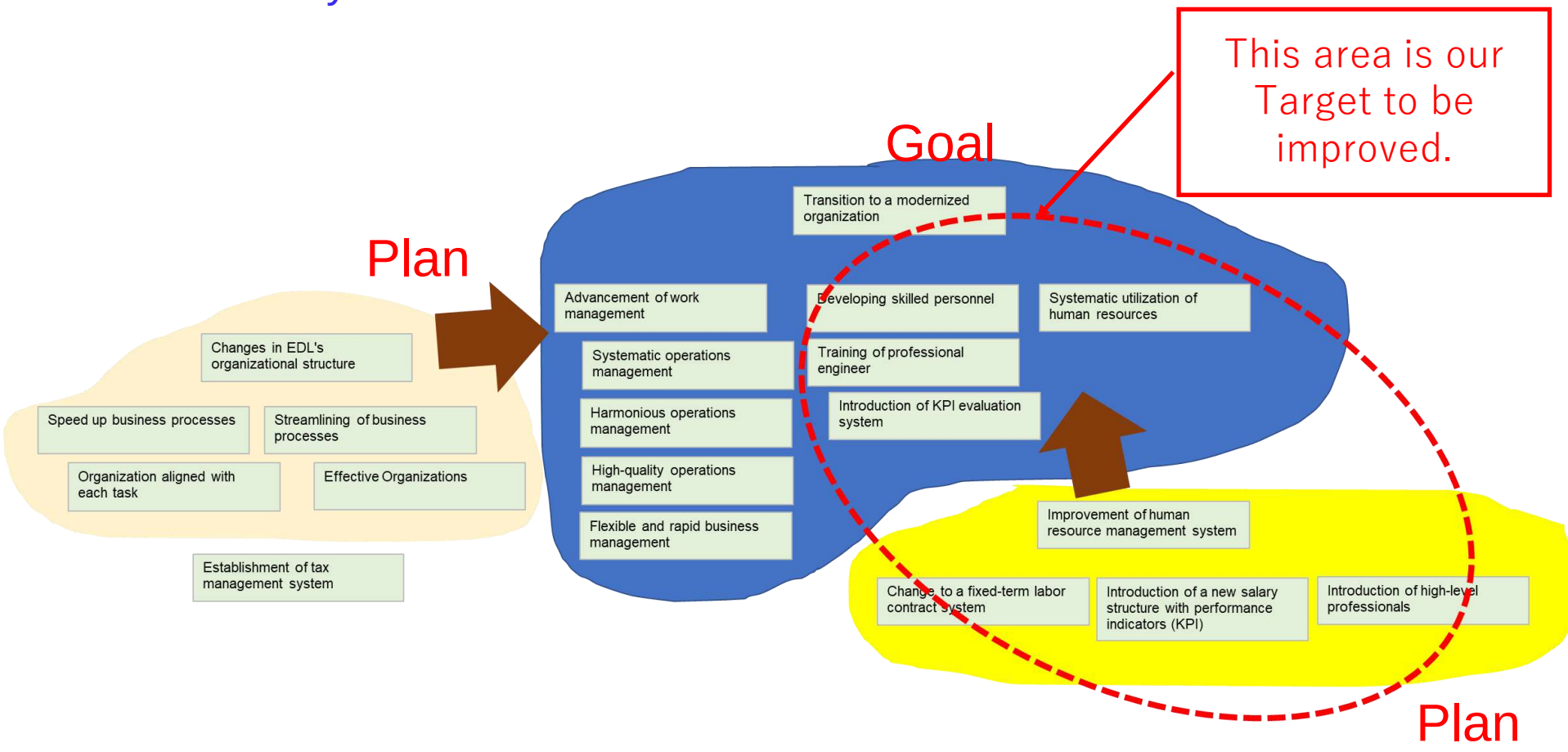
Plan 1: Improve the organizational structure of EDL to be efficient and consistent with each task, to streamline the operation process and make it faster.

Plan 2: Improve the personnel management system from the system of permanent hiring and taking salaries according to class/level to "fixed-term labor contract system"; Restructuring the new salary structure on the basis of adding the performance indicator index (KPI) into the composition of the salary; Hire specialized staff or consultants for some positions that are necessary.

Plan 3: Improving the tax management system

EDL Vision Deployment for HR(example)

Deployment from EDL Vision/Mission and Strategies.
Structured keywords extracted from R2.



Agenda

1. Scheduled visit
2. Review of Mentor Program Overview
3. Challenges in Introducing a Mentoring Program
4. How to Implement a Mentoring Program
5. Schedule for launching the mentoring program

I believe we had a meeting with HR team of EDL during our last visit and shared that EDL would like to implement the Mentoring Program and JICA team and HR team have designed a mentor program and agreed to start the mentor program in January 2024.

1. Scheduled visit

- I have four visits scheduled from January through December.
  - The first is scheduled for 5th-February（2weeks).
  - The second will be in early May.
  - The third will be in early September.
  - The last will be in mid-December.

- Please note that this is only a schedule and is subject to change depending on the overall operation of this project.

2. Review of Mentor Program Overview

The mentor system is a system in which senior employees close to the employee's age listen carefully to new hires and young employees (mentees) on a one-on-one basis through daily conversations and regular interviews as good advisors not only for work-related issues but also for career development and other issues.

Mentee

Company Rules
Human relations
Business Procedures
Techniques and Skills
Business Troubles (Troubles)
?



Mentor

・Communication skills through listening, talking, advising, and teaching.
・Techniques and skills through teaching.
・Deepening of knowledge
・Building relationships with junior staff

Consultation

Listening and advising

・Early adaptation to company life
・Early start-up of business execution
・Trusting relationship with seniors

Motivation
Strengthening Organizational Capability

3. Challenges in Introducing a Mentor Program

1. System Design
   - ① Clarification of purpose and objectives
   - ② List the parties involved and describe their roles
   - ③ Periodic mentoring and recording/reporting process
   - ④ Incentives for mentors
2. Formation of a promotion organization
3. Training of Mentors
   - ① Understanding the Mentoring Program
   - ② Skills and knowledges
     - Communication, Facilitation, Leadership, KAIZEN, Time management
     - Case study
4. Public awareness of the mentoring program
5. Selection of potential mentors
6. Preparation Schedule for Introduction
   - ① Start in Jan. 2024
   - ② From Jan. 2023 to Dec. 2023 : JICA team’s 4 visits

4. How to Implement a Mentor Program

- JICA team is scheduled to visit 4 times.
- Each visit will be a milestone for the implementation process.
  - Discussions will be held at each visit to review the progress of the HR team's work and share items to be addressed before the next meeting.
- How about a web conference between visits to review the progress of the process?



- Are there any excesses or shortcomings with respect to what we should consider so far?

5. Schedule for launching the mentoring program

	2022/Jul.	2022/Sep.	2023/JFeb.		2023/May		2023/Sep.		2023/Dec.	
Decision to introduce a mentoring program										
1.System Design							◆ManManagement Approval			
①Clarification of purpose and objectives										
②List the parties involved and describe their roles										
③Periodic mentoring and recording/reporting process										
④Incentives for mentors										
2.Formation of a promotion organization										
3.Training of Mentors										Training
①Understanding the Mentoring Program										
②Skills and knowledges										
4.Public awareness of the mentoring program										
5.Selection of potential mentors										
6.Preparation Schedule for Introduction										

◆Once we have the implementing schedule set up as above.

◆If you have any ideas, please let us know.

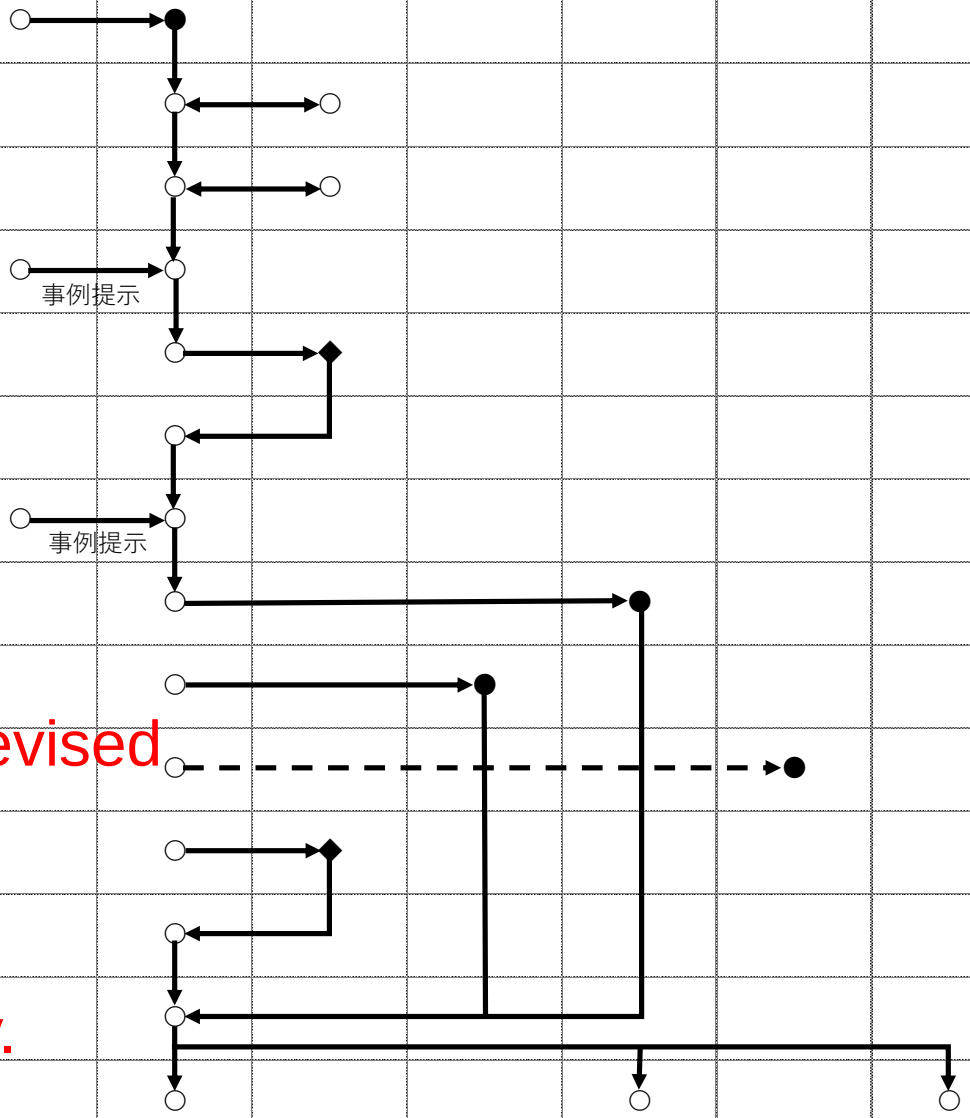
Miscellaneous Matters

- Who will obtain management approval for the mentoring program?
- Who will be the immediate point of contact for the mentoring program?

- When do you usually hire employee?
- Is it a regular hire?
- How many employees do you hire in a year?
- Do you know the new vision of EDL?

Workflow for introducing a mentor system

WBS	Task	Term	JICA team	HR	EDL Top	Department h	Mentor	Employee	Mentee
3.2.1.1	Specifics regarding the introduction of a mentoring program	2023/1/8-21							
3.2.1.2	Decide on a system for promoting the mentoring	2023/1/8-21							
3.2.1.3	Consideration and determination of target scale	2023/1/8-21							
3.2.1.4	Establishment of implementation guidelines	2023/7							
	System Approval								
3.2.1.5	Mentor/mentee Developing Guidelines	2023/10							
3.2.1.6	Creation of Mentor Education Prog.	2023/10							
3.2.1.7	Mentor Training	2023/11-2023/12							
3.2.1.8	Publicize the mentoring system (hold information Employee briefing								
	Final Approval of Mentoring Program								
	メンター制度最終承認								
3.2.1.9	Preparation for Mentoring Program								
3.2.1.10	Start of mentoring program	2024/1							



Terms need to be revised.

Time of program start is July.

Clarify the purpose and goals of the Mentor System

- Motivation
- Adaptation to work environment
- Acquisition of knowledge and skills
- Improvement of retention rate
- Expansion of vision
- Career development tailored to individual needs
- Demonstration of leadership skills

Consultation

- ◆Communication with superiors and colleagues
- ◆Matters necessary for career advancement
- ◆What to do when you get stuck at work
- ◆Balancing work and family life
- ◆Adjusting to the workplace
- ◆Career development
- ◆(Guidance and training of subordinates）

添付資料 21　20221228_Web-Mtg_BSC_Discussion BSC_

添付資料 21

Discussion: BSC　Implementation

JICA team: A. KAMATA

Agenda

1. Scheduled visit
2. Present scope of implementation Process
3. Confirmation of Mission/Vision
4. BSC structure study
5. Identification of the most important issues
6. Kye Metrics extraction
7. Implementation schedule

Based on the mission and vision confirmed by the Reform Committee, create a company-wide level BSC.

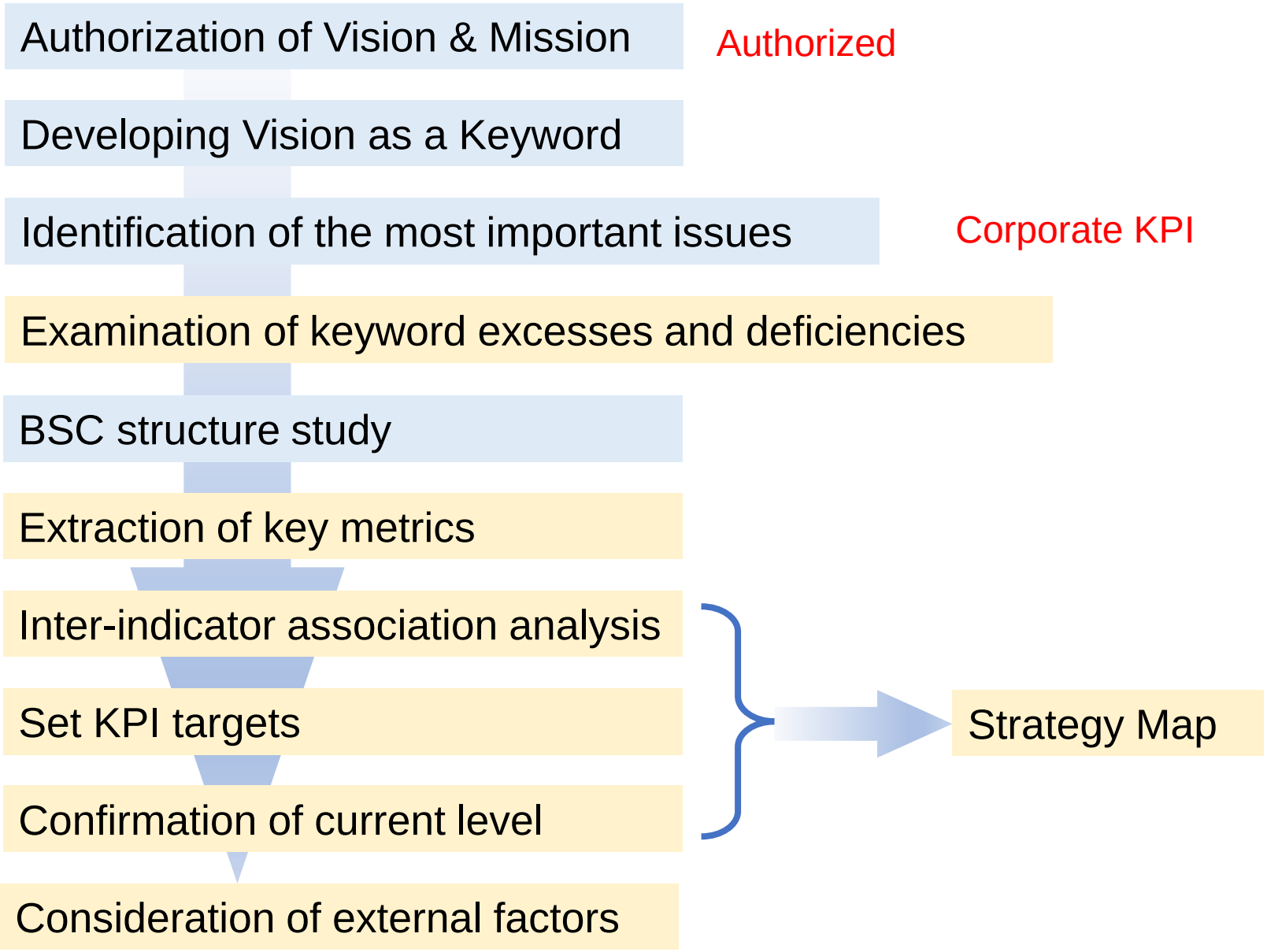
From the mission and vision, the most important issues at the company-wide level are extracted and structured by perspective, along with corresponding key indicators.

1. Scheduled visit

- I have four visits scheduled from January through December.
  - The first is scheduled for early-February.
  - The second will be in early May.
  - The third will be in early September.
  - The last will be in mid-December.

- Please note that this is only a schedule and is subject to change depending on the overall operation of this project.

2. Implementation Process



3.Confirmation of Mission/Vision

◆Vision:

"Vision: EDL will become a state owned enterprise on Energy security for Lao PDR and neighbor countries. (In Sort: Energy Security for All)"

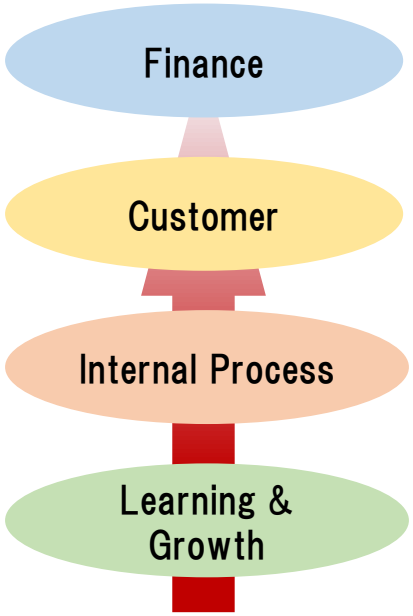
◆Mission:

- Be highly responsible for political tasks assignment and national socio-economic development plan that has been defined to become reality.
- EDL will improve to ensure the energy security related 3 main components which one Availability, Accessibility, and reliability.

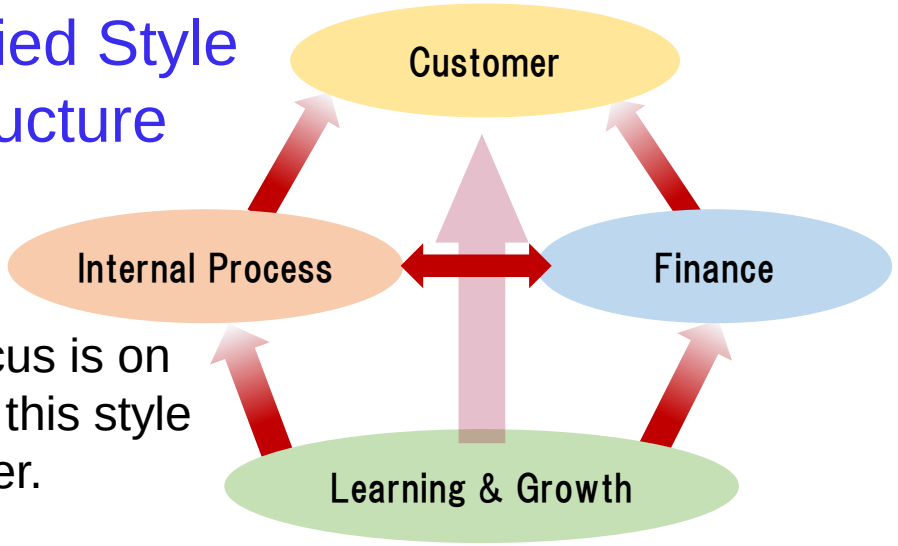
Authorized as a New Vision/Mission of EDL

4. BSC structure study

Normal Style Structure

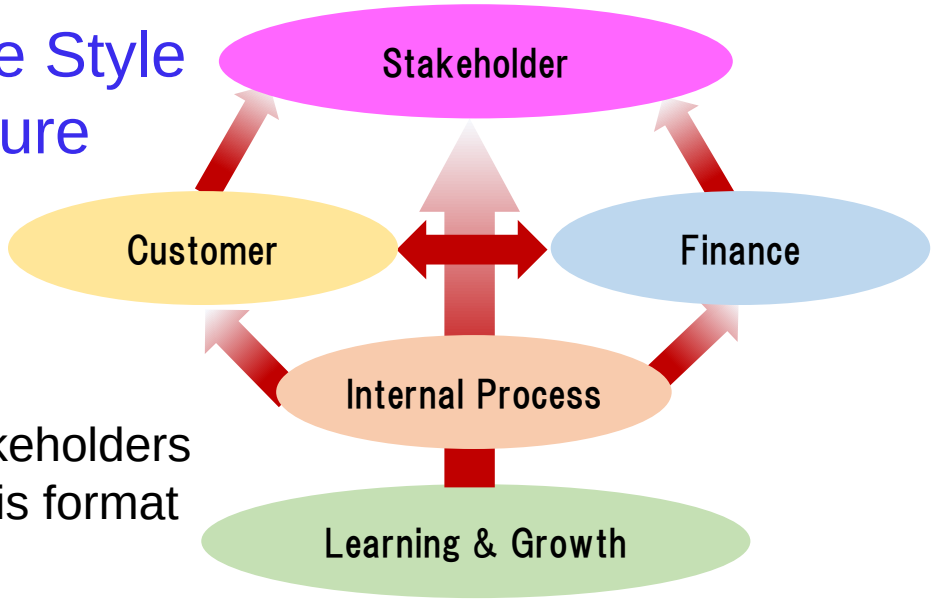


Modified Style Structure



If the main focus is on the customer, this style would be better.

Innovative Style Structure

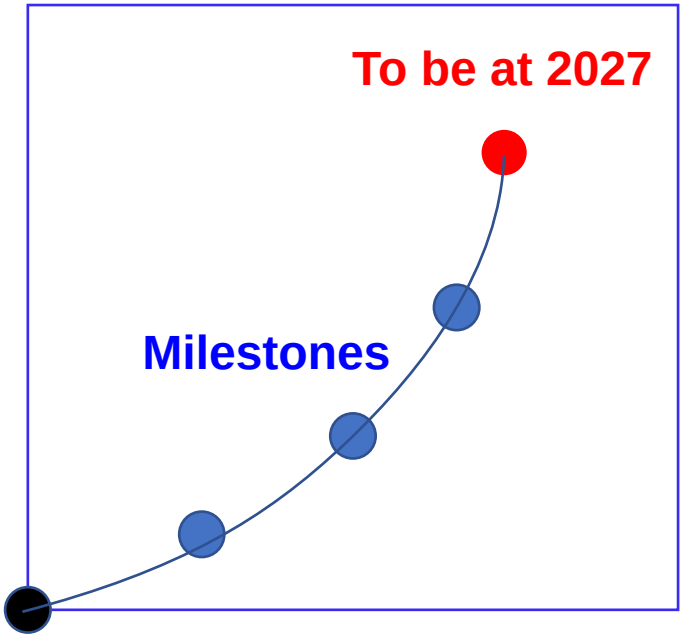


If the focus is on stakeholders for the time being, this format is considered better.

5. Identification of the most important issues

- I would like to confirm that the BSC will be prepared for the 2027 fiscal year.
  - Create a mid-term BSC first.
- The vision does not specify direct issues.
  - What is the image of the achievement of the three areas of energy security indicated in the vision by the year 2027?
  - Recognize the above achievement image as the most important issue and define KPIs.
- Clarify the specific matters to be implemented and the goal image in each R indicated in the RUN.
  - Develop each R into a specific issue and make it a key issue.
  - Clarify the specific items to be implemented and the target image in each R indicated in RUN.
- It is not possible for the Corporate to manage all issues related to the matters listed in the RUN.
  - Separate items that should be managed by the department from those that should be managed by corporate and transfer those items to the department.

6. Kye Metrics Extraction



- Clarify outcome indicators and leading indicators.
  - Clarify limiting conditions when it is necessary to receive results from outside parties.
- For Corporate mid-term KPIs, set annual targets as milestones.
  - Milestones are key KPIs for each fiscal year.
  - When preparing the BSC for each fiscal year, milestones will be identified as key issues.

7. Implementation Schedule

	2022/Jul.	2022/Sep.	2023/Jan.		2023/May		2023/Sep.		2023/Dec.	
Authorization of Vision & Mission										
1.Developing Vision as a Keyword										
2.Identification of the most important issues										
3.Examination of keyword excesses and deficiencies										
4.BSC structure study										
5.Extraction of key metrics										
6.Inter-indicator association analysis										
7.Set KPI targets										
8.Confirmation of current level										
9.Consideration of external factors										

Resetting is required

- Once we have the Implement schedule set up as above.
- If you have any ideas, please let us know.

Miscellaneous Matters

- Who will lead this project on a working level?
- Who is the secretariat for this project?
- How will you proceed with the rollout to the business unit level?
- If you wish to discuss this on a weekly basis, I would be happy to accommodate.

添付資料 22　Overview of this visit_

添付資料 22

Management Improvement of EDL

JICA Team

Outcome 1 Recognition of current corporate strategy and direction for improvement

Outcome 3 Recognition of current HRD&M status and management status and directions for improvement

Outcome 3: Recognition of current HRD&M status and management status and directions for improvement

Feb. 2023

Overview of Outcome 3

Outcome 3：Strengthen EDL's HRM&D framework
- Achieve the corporate strategy and KPIs set by the BSC -



Key Points for Standardization

- Human resource Development
  - **Standardization of OJT**
    - Introduction of a mentor system
    - Growth through mentors' teaching, support, and advice
    - Mentees receive support from mentors to get up to speed quickly and adapt to the EDL culture
  - **Employee career development plans**
    - Personalized career development programs that reflect individual diversity
    - Development programs that envision personal growth for the future
  - **Training of employee**
    - Management training
    - Skill-up trainig

- Human resource Management
  - **Standardization of human resource assessment**
    - Common Work Instructions
    - Common evaluation criteria
    - Common framework for establishing goals
    - Evaluation Training
    - Centralized performance evaluation
    - Departmental evaluation ➡Planning Dept.
    - Personnel evaluation ➡HR department
  - **Designing a career path**
    - Criteria for promotion up to department manager level
    - Years of experience, divisions, etc.
    - Experience in other departments
    - Secondment to affiliated company

Training Program for Management

How to proceed the seminar

- Target: Managers who has been newly promoted
- Seminars will be held twice for each visit.
  - There will be 8 seminars in total.
- Each seminar will be 3 hours in duration.
  - Each seminar has 2 programs.
- The seminars will include some group work.
  - We would like the participants to be divided into groups.
  - We would like each group to consist of participants from various sections.
  - We would like to have a table for each group in the hall.



- Are there excesses or deficiencies in the total number of times or the time per session?

Training Schedule

	2022/Jul.	2022/Sep.	2023/Jan.		2023/May		2023/Sep.		2023/Dec.	
1.What's Manager										
①Developing the Organization										
②Getting team members to Achieve Goals										
③Developing Your Own Abilities										
(Skills required for managers)										
2.Leadership										
3.Communication										
4.Negotiation										
5.Logical Thinking										
(Tools for managers)										
5.Label Meeting										
6.SWOT Analysis and Scenario										
7.Profit/Loss Analysis and Management										
8.Issue setting and Action Plan										
9.Indicator management										
10.KAIZEN										

Announcement of results
Declaration of Commitment
Certificate of Completion

- There are three categories of lectures: readiness for management, skills required for management, and tools that managers can use in their work.
- As participants of this training were newly selected, “What’s Manager?” will be lectured again.
- There will be lectures on readiness, leadership, and label meeting.
- We will use the label conference to connect to the SWOT analysis.

Introduction of a mentor system

Review of Mentor Program Overview

The mentor system is a system in which senior employees close to the employee's age listen carefully to new hires and young employees (mentees) on a one-on-one basis through daily conversations and regular interviews as good advisors not only for work-related issues but also for career development and other issues.

Mentee

Company Rules
Human relations
Business Procedures
Techniques and Skills
Business Troubles (Troubles)
?



Mentor

・Communication skills through listening, talking, advising, and teaching.
・Techniques and skills through teaching.
・Deepening of knowledge
・Building relationships with junior staff

Consultation

Listening and advising

・Early adaptation to company life
・Early start-up of business execution
・Trusting relationship with seniors

Motivation
Strengthening Organizational Capability

Challenges in Introducing a Mentor Program

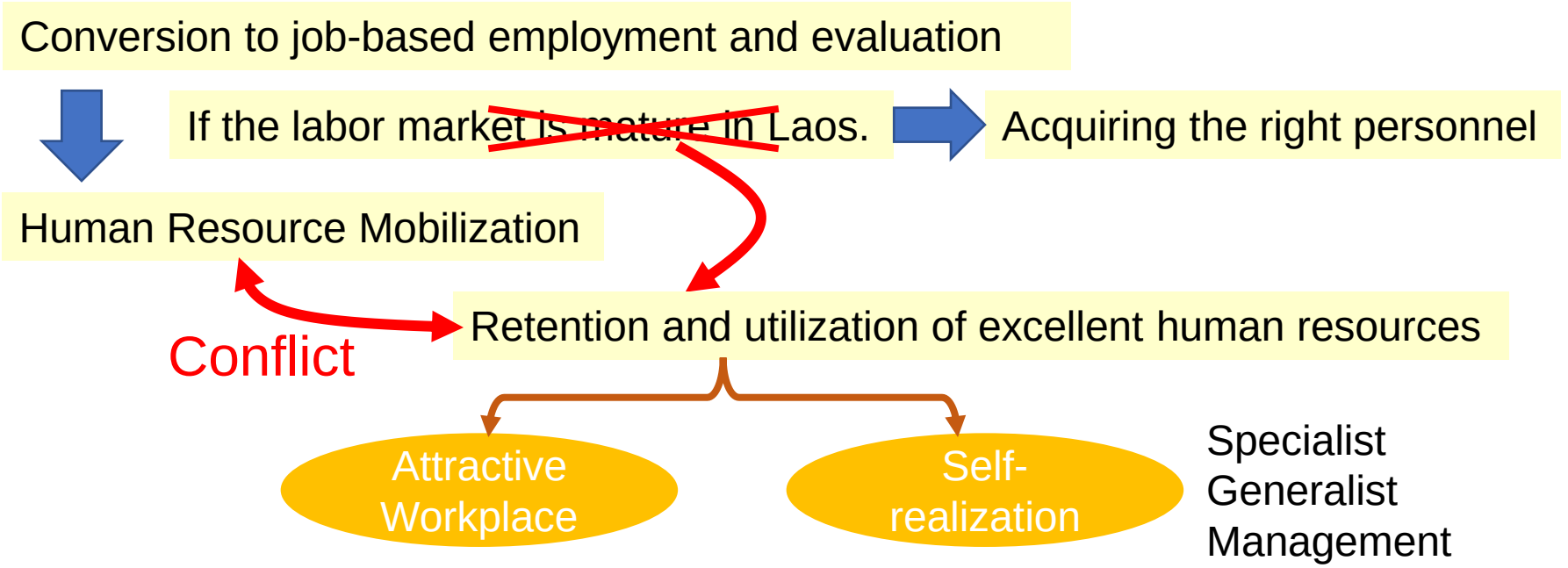
1. System Design
   - ① Clarification of purpose and objectives
   - ② List the parties involved and describe their roles
   - ③ Periodic mentoring and recording/reporting process
   - ④ Incentives for mentors
2. Formation of a promotion organization
3. Training of Mentors
   - ① Understanding the Mentoring Program
   - ② Skills and knowledges
     - Communication, Facilitation, Leadership, KAIZEN, Time management
     - Case study
4. Public awareness of the mentoring program
5. Selection of potential mentors
6. Preparation Schedule for Introduction
   - ① Start in Jan. 2024
   - ② From Jan. 2023 to Dec. 2023 : JICA team's 4 visits



Introduction of a carrier path system

Human resource development on a new system

◆Laos, with its immature labor market, needs to develop its own human resources.



◆Specify step-up requirements

- Required Skills, Knowledge and Experience

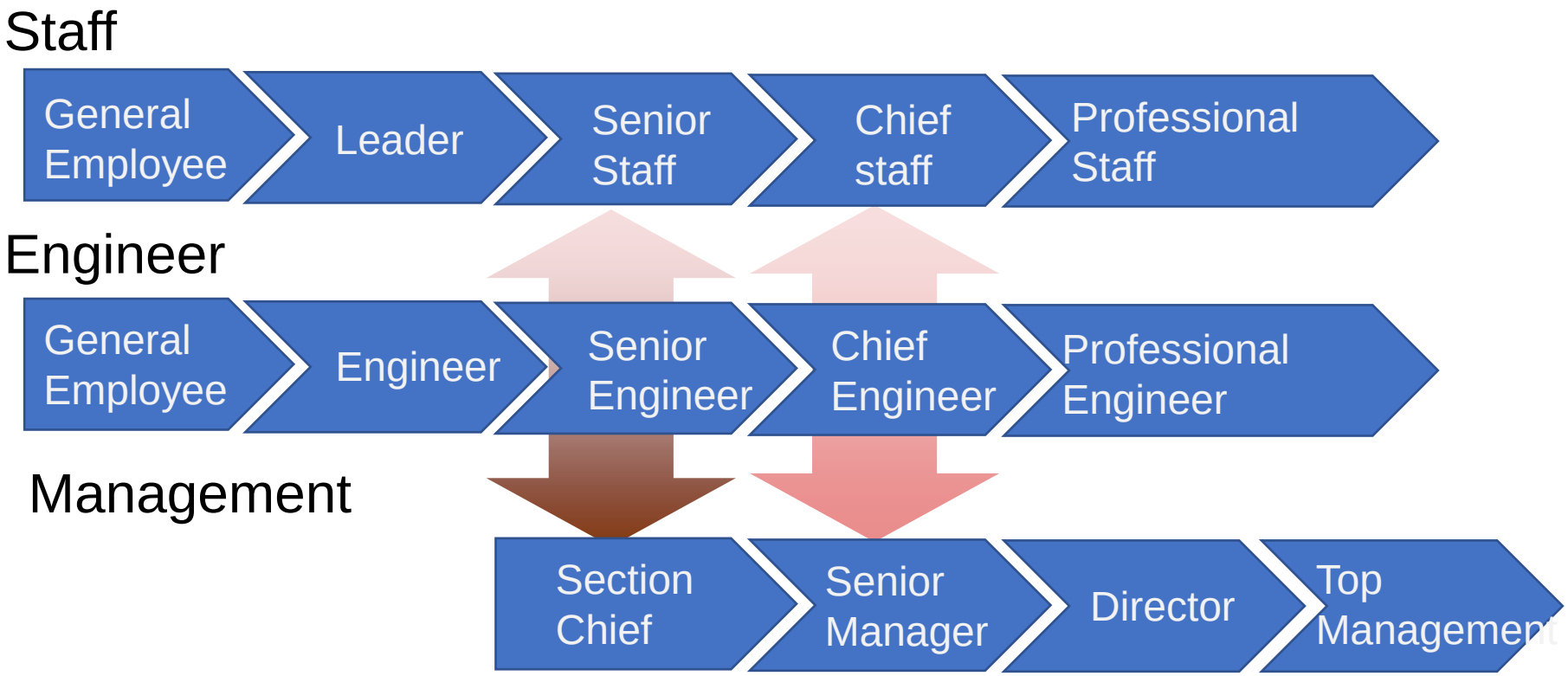
Personal career development → CDP（Carrier Development Plan）

Planned requirement acquisition

Career paths need to be the foundation.

Designing a career path

Designing a career path means setting in advance the abilities and experience required for a company‘s functions and positions. There are two main career paths: staff and engineer. Each of these establishes a path to management and a path to advanced professional positions.

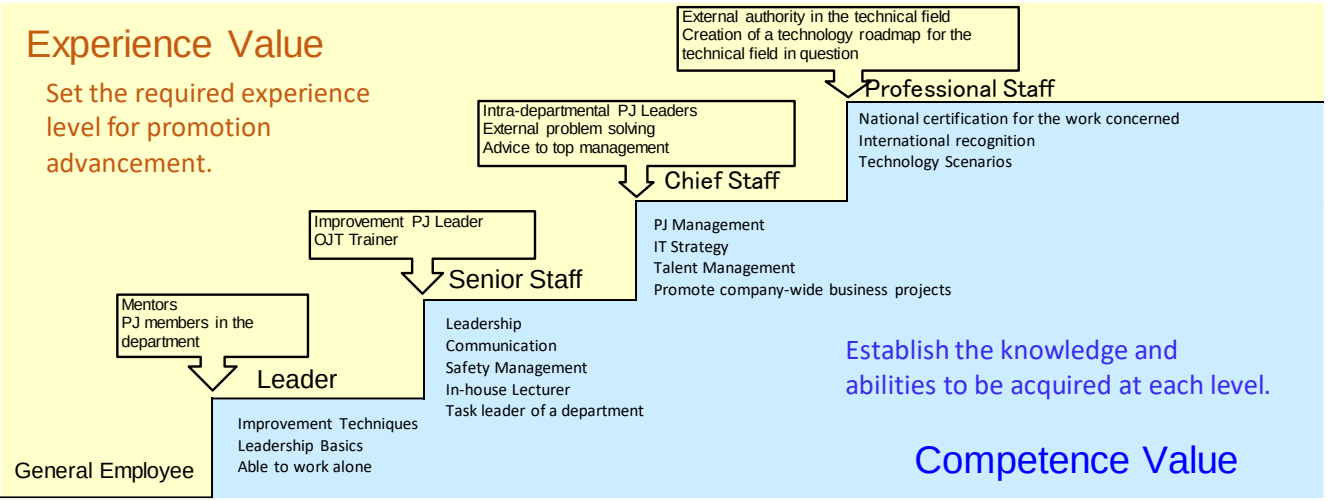


It is recommended that transfers between professional and managerial positions be allowed up to a certain hierarchy.

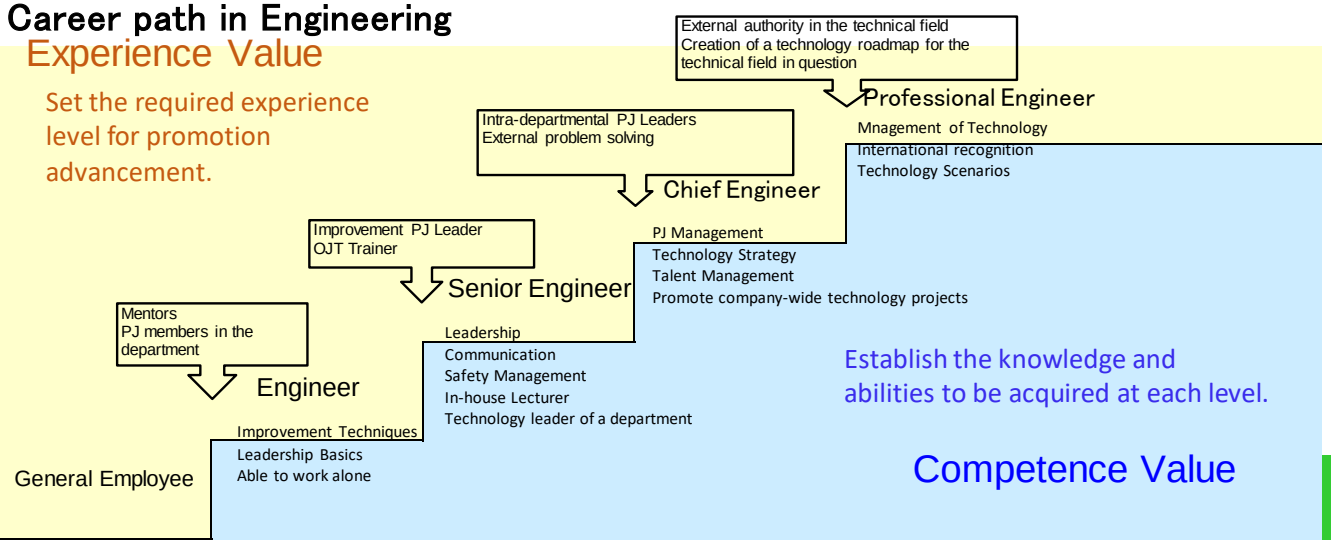
Career path for Staff and Engineer

In conjunction with individual's career development plan, it is possible to improve motivation toward the future and visualize the company's human resource allocation and its excesses and deficiencies.

Career path in Staff



Career path in Engineering

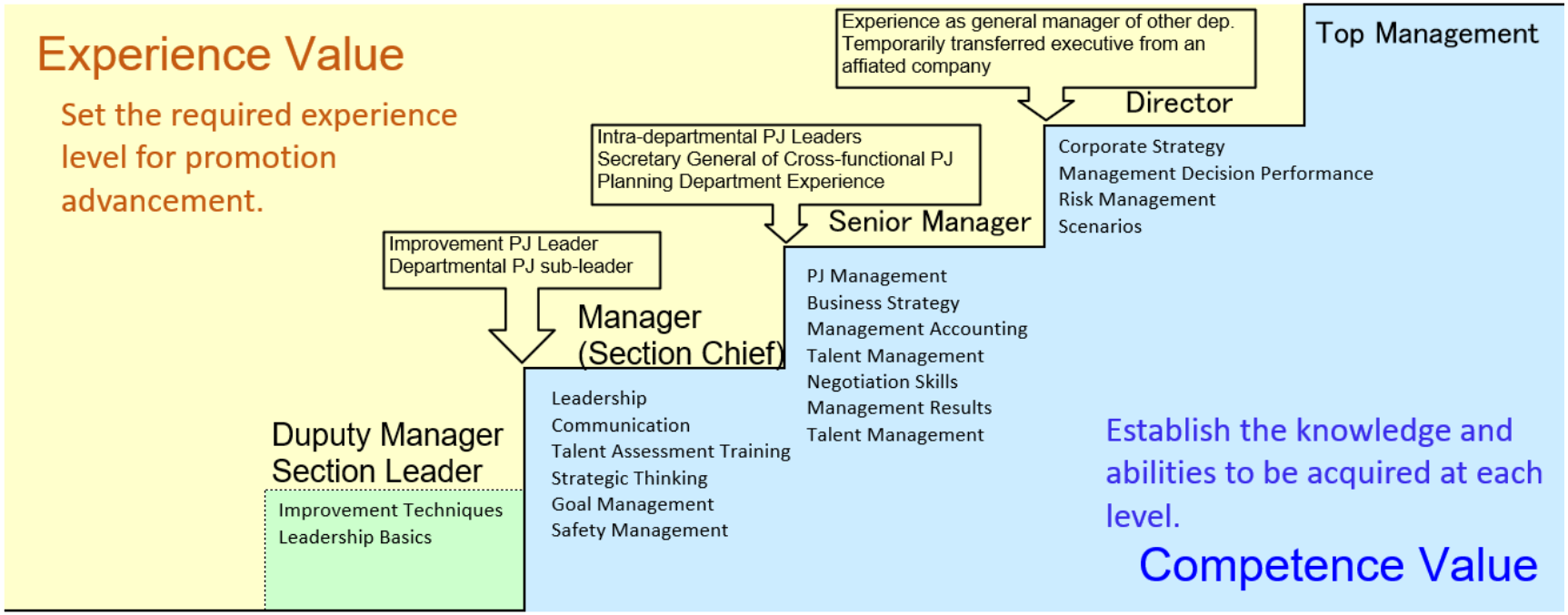


Professional staff and engineers are considered highly specialized professionals and are treated on the same level as outside professionals hired on an as-needed basis. In other words, the salary structure is separated from that of employees and is contract-based based on market principles.

Career path *for Management*

Employees, both staff and engineers, who are qualified for management positions and desire a career in management will be appointed to management positions as appropriate. It is desirable to design a path that allows employees to return to professional positions as appropriate, up to the level of middle management.

Career path for management

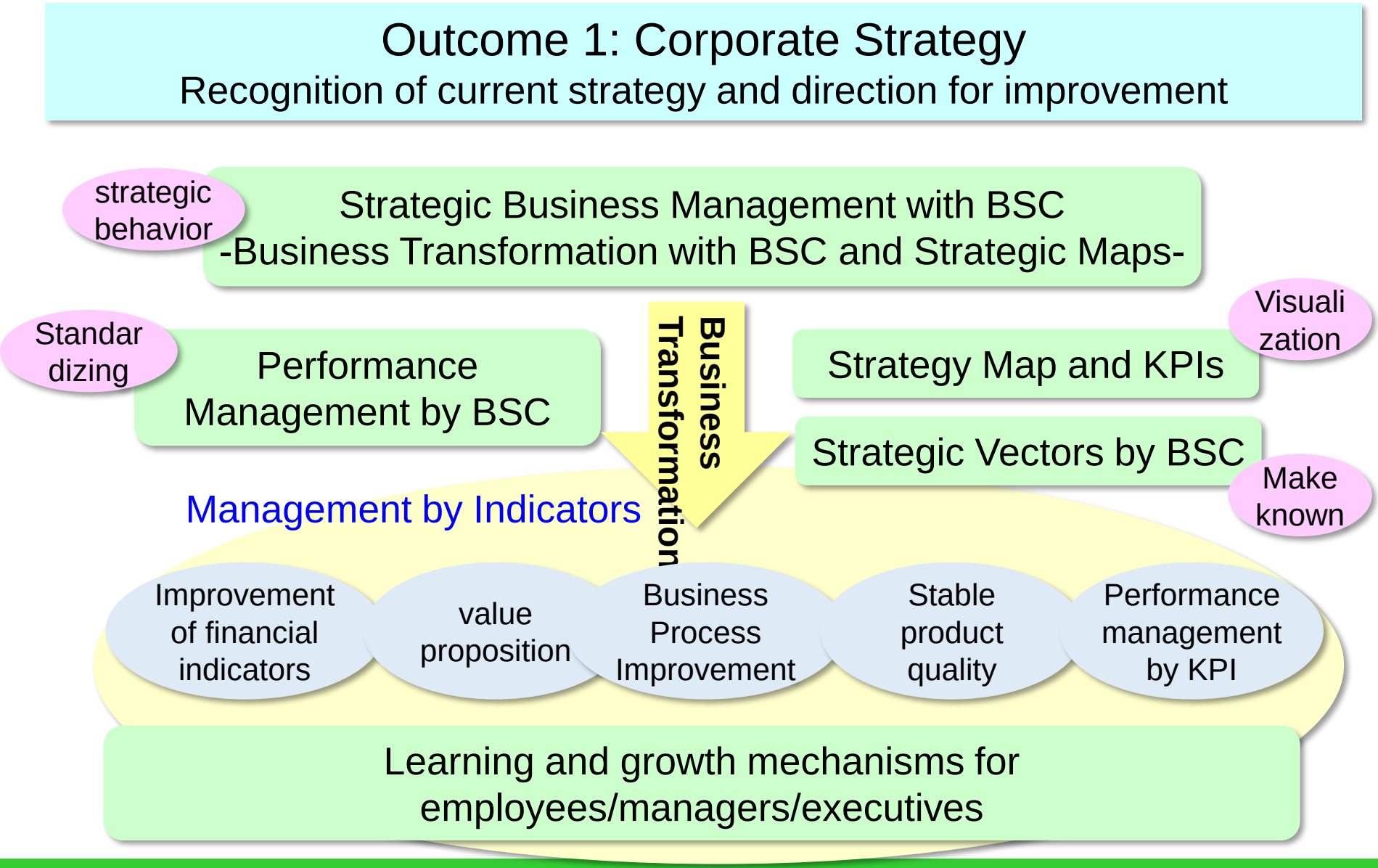


Outcome 1: Recognition of current corporate strategy and direction for improvement

Feb. 2023

The BSC implementation TF has been pushed back one time due to an urgent request to start with the creation of a new vision/mission during the last visit.

Basic Story of Improvement



Design of Balanced Score Card

-Corporate BSC-

BSC implementation procedures

★ Items to be addressed at this time

Understanding the current status of EDL

Identification of Strategic Issues for EDL

Assume that it has already been done, since the vision has been formalized.

★ Developing the EDL Vision: When and What

Requested to work via web conference.

★ Filling out the vision statement in the BSC

★ Examination of missing viewpoint-specific elements

Equivalent to Key Performance Indicators

★ Preparation of BSC policy document

Development of performance evaluation procedures

Creation of a strategy map

BSC policy statement

Creation of performance evaluation criteria

Holding BSC Information Sessions

Make BSC known to employee

Determination of BSC

Company-wide agreement on BSC

Company-wide vision as a starting point

（Vision）

EDL will become a state-owned enterprise on Energy security for Lao PDR and neighbor countries. (In Sort: Energy Security for All)”

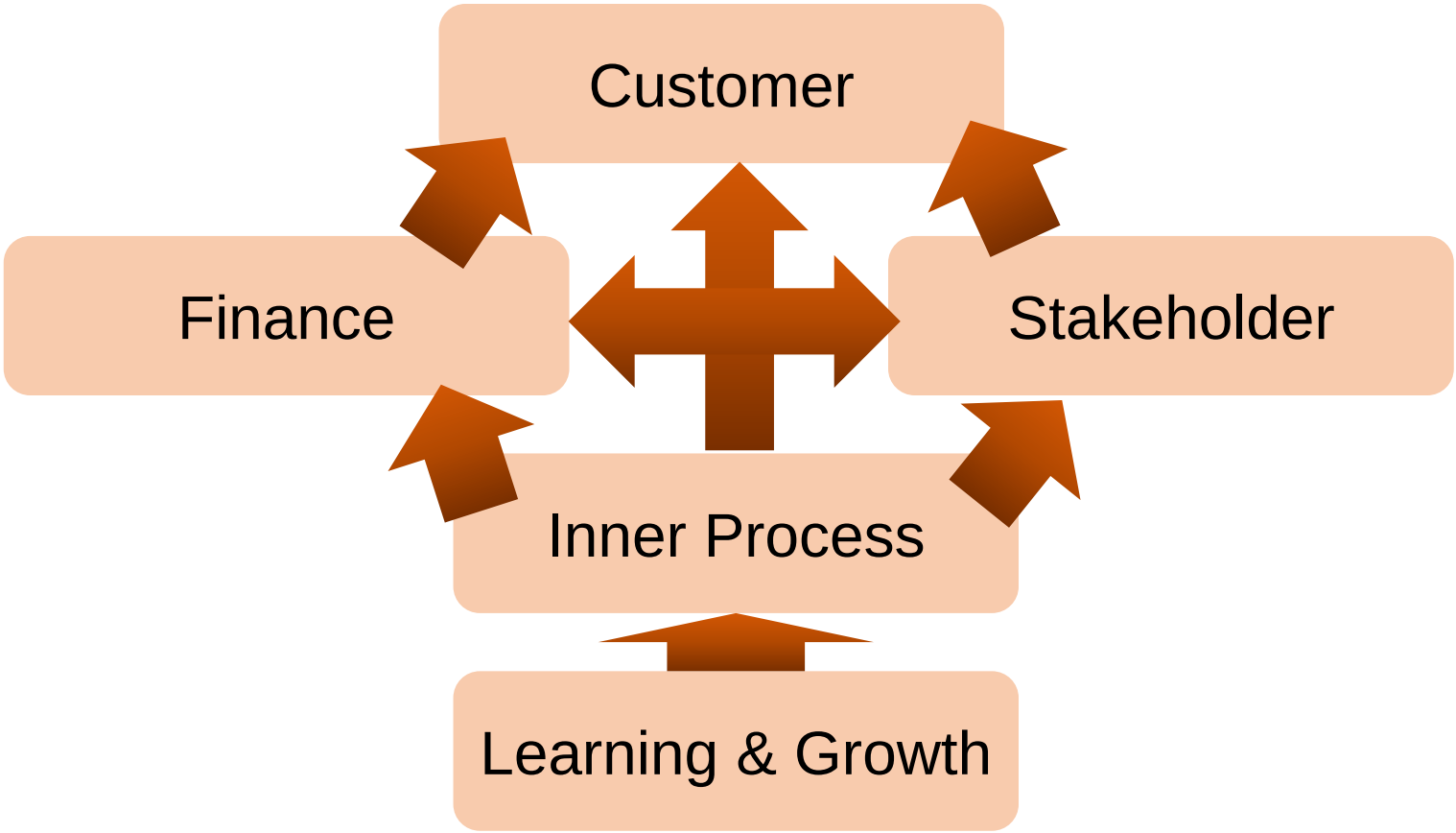
7R’s

- Energy strategy and Business Policy.
- Organization Structure and Human Resource Development.
- Energy Business management.
- Energy Security.
- Finance – Accounting Management.
- Debt Management.
- Compliance, Control, Audit and Inspection.

1. Guide the Thinking and Actions of Employees;
2. Help Determine and Inform Performance Standards;
3. Help Attract Appropriate Talent;
4. Provide Context and Reduce Friction During Organizational Restructures;
5. Provide a Stable Framework that can Outlast Internal Changes;
6. Inspire People to be Focused and Productive;
7. Facilitate Collaboration with Teams, Customers, Suppliers and Partners;
8. Help with Public Relations.

BSC structure of EDL

It was decided that the configuration of the BSC would add a Stakeholder's perspective during the web meeting, with the Customer's perspective being the top priority..



BSC description of vision statement

The strategic goals and performance indicators articulated in the vision statement are basically recognized as key performance indicators.

Perspective	Current (Strategic)Target	Performance Indicators			
		Outcomes(lagging indicators)		Performance Drivers(leading Indicators)	
Financial	Increase in electricity sales Curbing foreign currency outflows	Net Sales Export/Import Difference	○○ kW ●● $		
Customer	Expansion of domestic electricity consumption	Domestic Electricity Consumption	△△ k Wh		
Internal Process	Improved power stability	Blackout period	▲▲ hours	Number of power outages	▲▲ timess
Learning and Growth	Revitalization of management training Enhancement of technical training programs	Total hours of management training	◇◇ hours	Number of participants per training program Number of program topics	◇ participants/Prog. ○ times/y

Describe specific goals and performance indicators drawn from the vision.
Clarify outcome(lagging indicators) and performance drivers (leading indicators).

(Performance drivers (leading indicators) are equivalent to financial and management accounting indicators in corporate accounting.)

Preparation of corporate BSC policy statemen

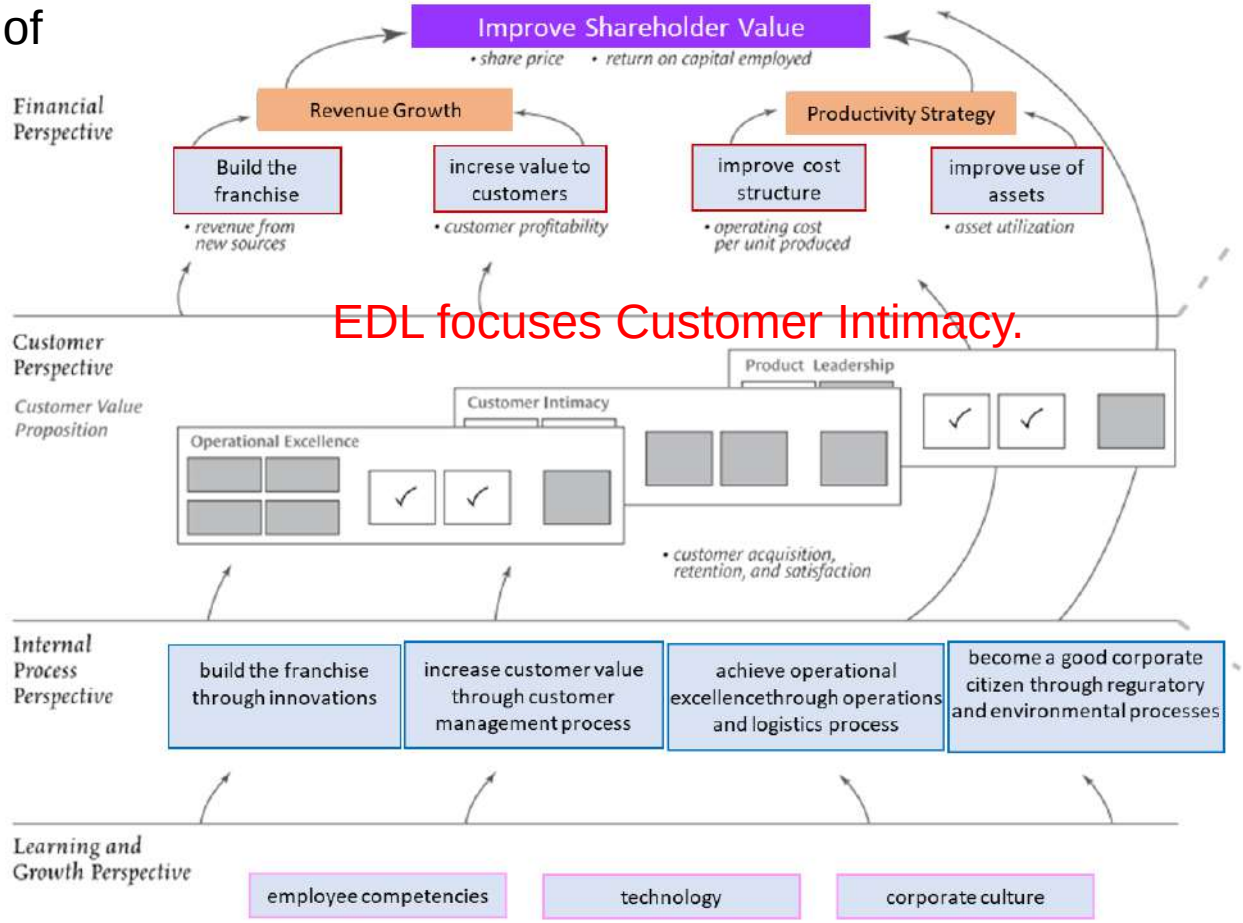
Create a corporate BSC based on the company-wide vision, and create a map that summarizes the mission, vision, business environment analysis, and business operation policies, and present it to each division.

Corporate	Period：M/Y-M/Y		
Mission/Vision	Describe EDL's mission and vision.		
Management Policy/Scenario	Describe the management policies and envisioned scenarios for the vision setting period. The use of scenario planning is also effective.		
	Financial Perspective	Customer Perspective	Internal Perspective	Learning and Growth Perspective
Mid-term target	Describe the goals for the vision setting period. （KPI)			
Current Target	Describe the goals to be achieved in the current fiscal year toward realization of the mid-term goals。			
Highlights of this issue	The following is a list of issues that have been identified to achieve the goals for the current fiscal year. The following is a list of issues that are of particular importance. (Critical Path)			

Strategic Mapping (Corporate)）

Based on the company-wide BSC, clarify the relevance of each element and write it in the strategy map. We believe that it is necessary to consider setting the "customer perspective" rather than the "financial perspective" as the top perspective.

Example of MOBIL



Holding BSC Briefing

Based on the corporate BSC, the creation of a departmental BSC requires the cooperation of the managers of each department. It is necessary to provide an opportunity to explain the BSC to department heads and other organization heads to gain their understanding of the outline of the BSC, the purpose of its implementation, and the specific tasks to be performed.

Corporate	Period：M/Y-M/Y	
Mission/Vision		
Management Policy/Scenario		
	Financial Perspective	Customer Perspective	Internal Perspective	Learning and Growth Perspective
Mid-term target				
Current Target				
Highlights of this issue				

Perspective	Current (Strategic)Target	Performance Indicators			
		Outcomes(lagging indicators)		Performance Drivers(leading Indicators)	
Financial	Increase in electricity sales Curbing foreign currency outflows	Net Sales Export/Import Difference	○○ kW ●● $		
Customer	Expansion of domestic electricity consumption	Domestic Electricity Consumption	△△ k Wh		
Internal Process	Improved power stability	Blackout period	▲▲ hours	Number of power outages	▲▲ timess
Learning and Growth	Revitalization of management training Enhancement of technical training programs	Total hours of management training	◇◇ hours	Number of participants per training program Number of program topics	◇ participants/Prog. ○ times/y

Current Status of EDL

Shared awareness of crisis

EDL's Strategic Issues

Issues for Escaping the Crisis

EDL Vision for 2027

Key issues and actions needed to realize the vision

Why BSC is needed

How BSC can change a company

Work to be done in the future

Awareness of the BSC

- Getting the general workforce to understand the BSC-

In order to maximize the effectiveness of BSC, it is necessary for everyone from management to end employees to have a clear understanding of the corporate strategy and the BSC mechanism. To this end, it is important to explain the BSC as concisely as possible, in plain language that is easy to understand.

Briefing Materials for Employee

- Current status of EDL (sense of crisis)
- What does the EDL want to be?
- Summarize in about 1 page of A4 sheet
- What does the implementation of BSC aim to achieve?
- Key Strategic Issues and Key Performance Indicators
- How will daily operations change?

The current status of EDL will be explained in an easy-to-understand manner, along with a sense of crisis.

What do you want EDL's to be in the near future ? What will happen to our employees?

The BSC will explain in an easy-to-understand way what kind of tool it is and how it can transform a company.

What are the key issues and indicators to realize the future。

How does performance management through BSC change employees' daily work?

添付資料 23　Mentor Program-EDL 2023-2024

添付資料 23

Mentor Program for EDL
2023 -2024

Human Resource Department,
Electricte Du Lao (EDL).

AGENDA



I. System Design

1. Clarification of purpose and objectives

2. List the parties involved and describe their roles

3. Periodic mentoring and recording/reporting process

4. Incentives for mentors

Purpose and objectives

- To helps achieve their talent development goals such as succession planning and ensuring solid leadership development.
- To informs everyone throughout the company that leadership is willing to invest in its employees.
- To improves talent acquisition efforts. New hires are aware of organization's career development opportunities.
- To fosters employee retention, which can lead to a reduction in turnover rates.
- To leads to reduced training costs by way of one-on-one interaction.
- Knowledge sharing by the mentor is encouraged, which increases the mentor's sense of self-worth.
- Etc.



List the parties involved

List of Mentor Program committees in HR Department

No.	Name and Surname	Position	Department	Contract no.	Remark
5	Mr. Vankham Sengmuang	Deputy Director of Department	Human Resource	[redacted]	
6	Mr. Souksavanxay Boudsaba	Manager of Division		[redacted]	
7	Mr. Thongsi Vilivong	Action Manager of Division		[redacted]	
8	Mr. Vilasak Phonekeo	Deputy Manager of Division		[redacted]	
9	Mrs. Noknoy Chanthavong	Head Unit		[redacted]	Main coordinator
10	Mr. Vanphone Lorvankham	Head Unit		[redacted]	

Periodic mentoring and recording/reporting process

- The periodic mentoring and recording/reporting processes are according to the actual plans and reports of the potential mentors, which are recorded in the KPIs system.

Incentives for mentors

- Incentive will be a main factor for higher position promoted consideration;
- Transform mentoring to be KPI's indicator for performance evaluation system and KPIs payment.

II. Formation of the promotion organization

III. Training of Mentors

1. Understanding the Mentoring Program.

2. Skills and knowledges:
   - Communication, Facilitation, Leadership, KAIZN, Time Management.
   - Case study.

IV. Public Awareness of the mentoring Program;

V. Selection of potential mentors;

VI. Preparation Schedule for Introduction and Implementation.

- From Jan. 2023 to Dec 2023: JICA's team 4 visits.









THANK YOU

添付資料 24　202212xx_Web-Mtg_HR_Discussion Carrier Path

添付資料 24

Discussion for Carrier Path

Jan. XX 2023

Agenda

1. Basic Story of Improvement for HRM&D
2. Background and Challenges of HR issues
3. Human resource development on a new system
4. Designing a Career Path
5. Schedule for launching the mentoring program

1.Basic Story of Improvement for HRM&D

JICA PJ Outcome 3：Strengthen EDL's HRM&D framework
- Achieve the corporate strategy and KPIs set by the BSC -



Key Points for Standardization

◆ Human resource Development

- **Standardization of OJT**
  - Introduction of a mentor system
  - Growth through mentors' teaching, support, and advice
  - Mentees receive support from mentors to get up to speed quickly and adapt to the EDL culture
- **Employee career development plans**
  - Personalized career development programs that reflect individual diversity
  - Development programs that envision personal growth for the future

◆ Human resource Management

- **Standardization of human resource assessment**
  - Common Work Instructions
  - Common evaluation criteria
  - Common framework for establishing goals
  - Evaluation Training
  - Centralized performance evaluation
  - Departmental evaluation ➡Planning Dept.
  - Personnel evaluation ➡HR department
- **Designing a career path**
  - Criteria for promotion up to department manager level
  - Years of experience, divisions, etc.
  - Experience in other departments
  - Secondment to affiliated company

This issue

2.Background and Challenges of HR issues

Goal

Ensure that the management of the work are in a systematic, harmonious, flexible-quick and in quality manner. Build and systematically use professional and skilled personnel according to each line of work with a KPI evaluation system and move towards becoming a modern organization.

HRD&M Facts

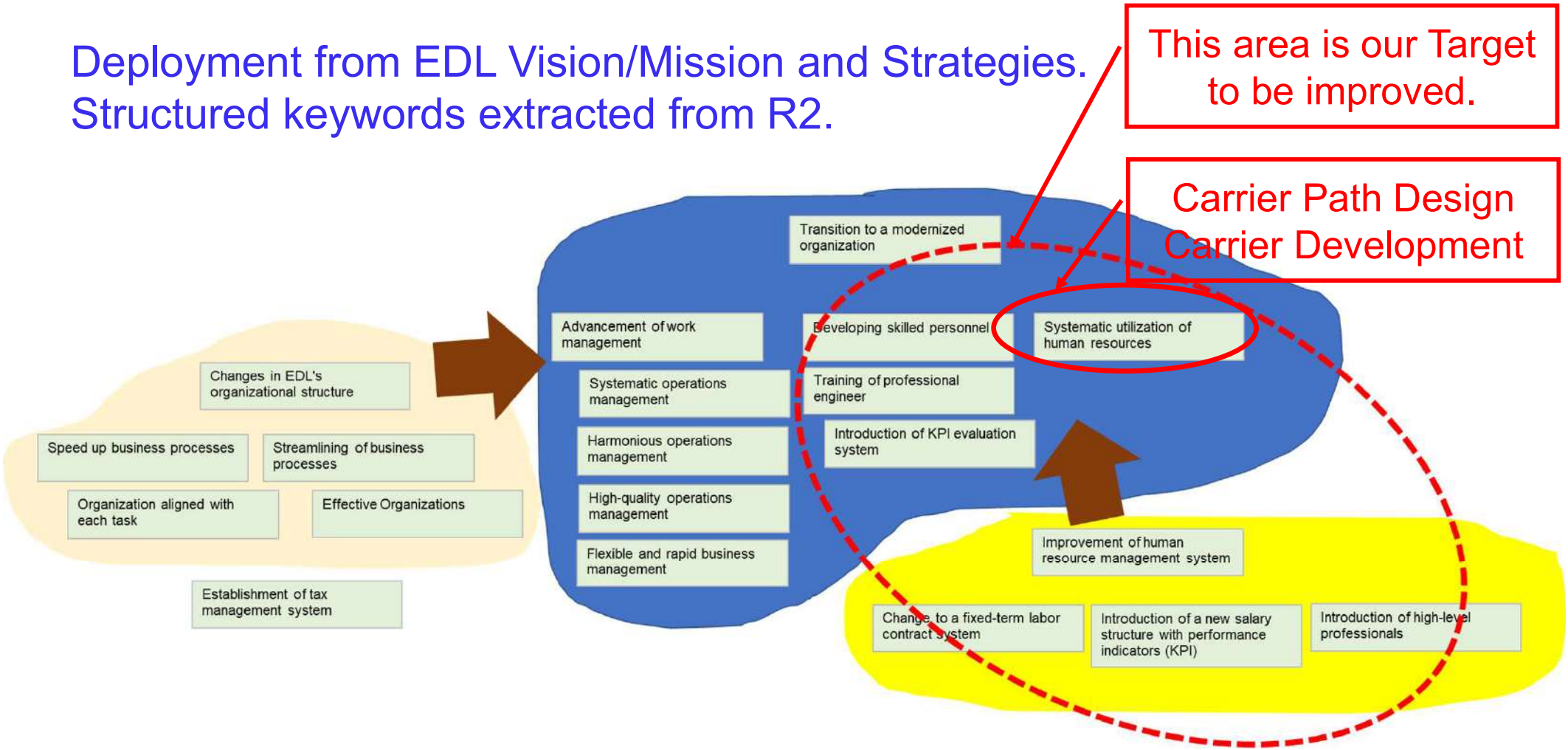
- HRM is done by each dep. and there is no company-wide unified viewpoint.
- Scope of work as an organization is defined in outline.
- There is no definition of requirements and evaluation criteria by qualification and hierarchy.
- Increase in the number of retirees and shortage of specialists.
- Technical training courses are set up at TC.
- Management training courses are initiated in the LJI program.

Plans

1. Improve the organizational structure of EDL to be efficient and consistent with each task, to streamline the operation process and make it faster.
2. Improve the personnel management system toward "fixed-term labor contract system“.
3. Restructuring the new salary structure based on adding the performance indicator index (KPI)
4. Hire specialized staff or consultants for some positions that are necessary.
5. Improving the tax management system

EDL Vision Deployment for HR

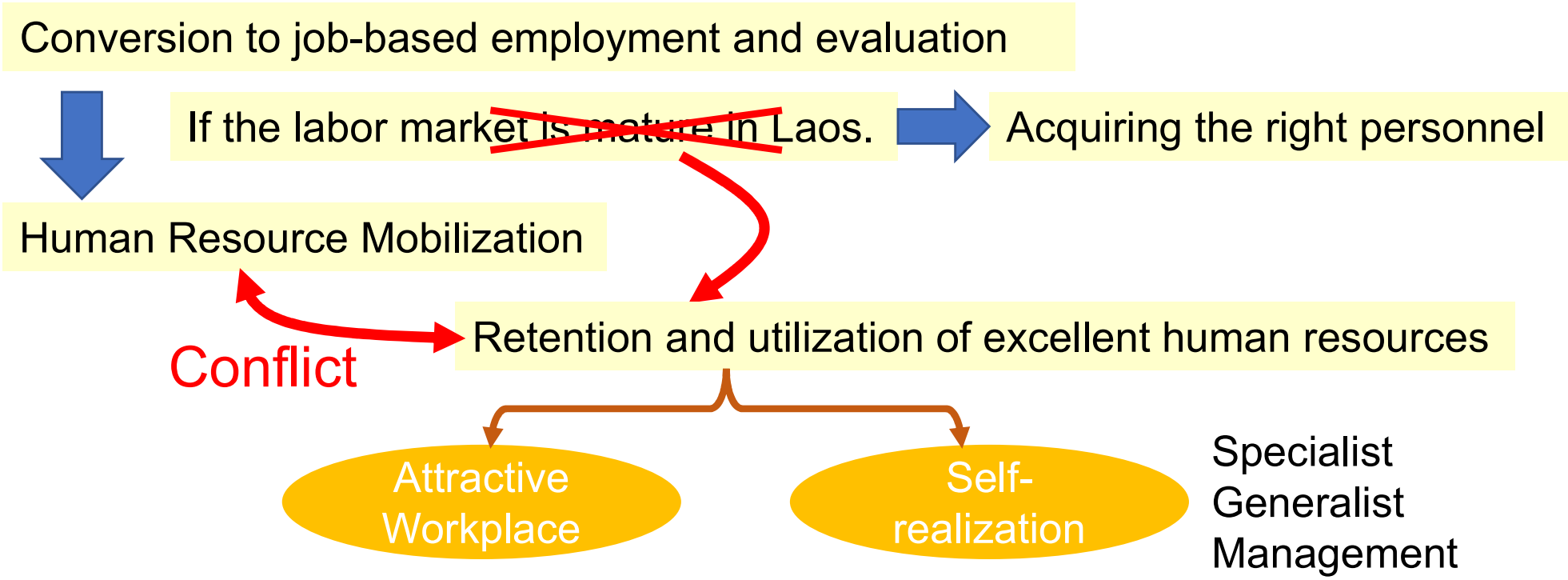
Deployment from EDL Vision/Mission and Strategies.
Structured keywords extracted from R2.



- A strong organizational structure, with a mechanism to evaluate, adapt to the situation
- Labor management mechanism, performance evaluation system as KPI
- Have an effective personnel management system (creating experts, successors-replacements)

3.Human resource development on a new system

◆Laos, with its immature labor market, needs to develop its own human resources.



◆Specify step-up requirements

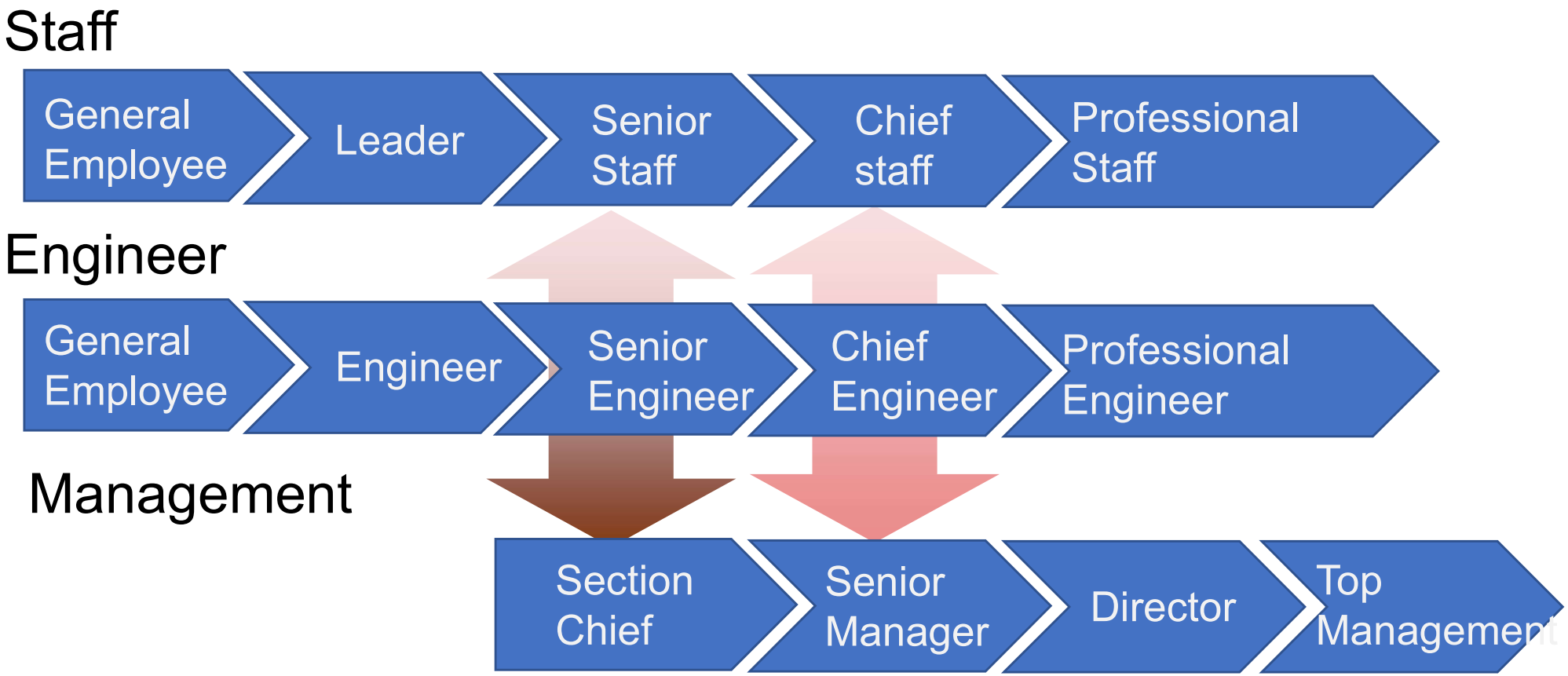
- Required Skills, Knowledge and Experience

Personal career development → CDP（Carrier Development Plan）

Planned requirement acquisition

4.Designing a career path

Designing a career path means setting in advance the abilities and experience required for a company‘s functions and positions. There are two main career paths: staff and engineer. Each of these establishes a path to management and a path to advanced professional positions.

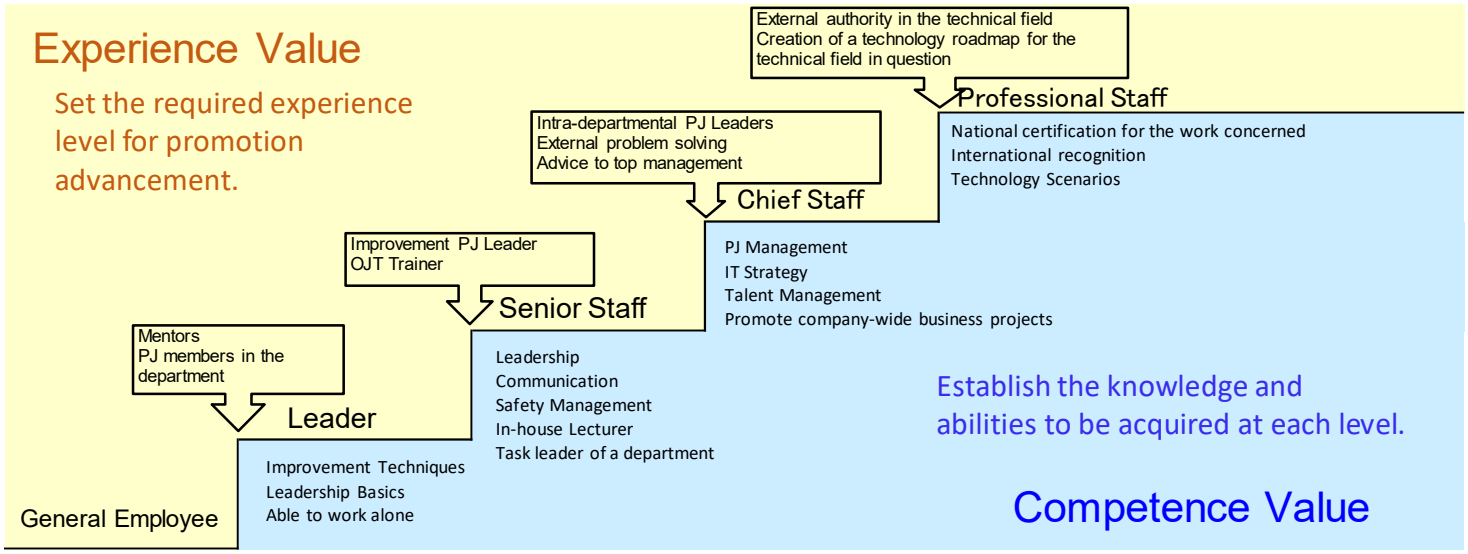


Transfers between professional and managerial positions are possible up to Chief Staff or Engineer

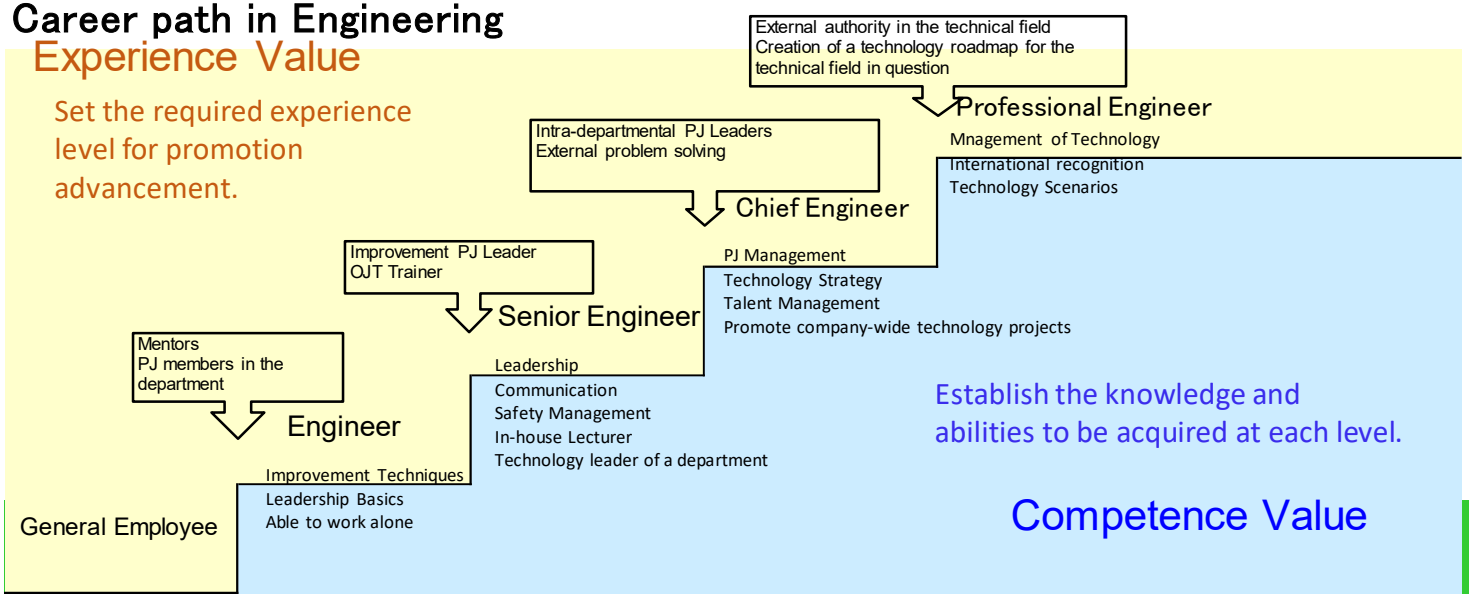
Career path for Staff and Engineer

In conjunction with individual's career development plan, it is possible to improve motivation toward the future and visualize the company's human resource allocation and its excesses and deficiencies.

Career path in Staff



Career path in Engineering



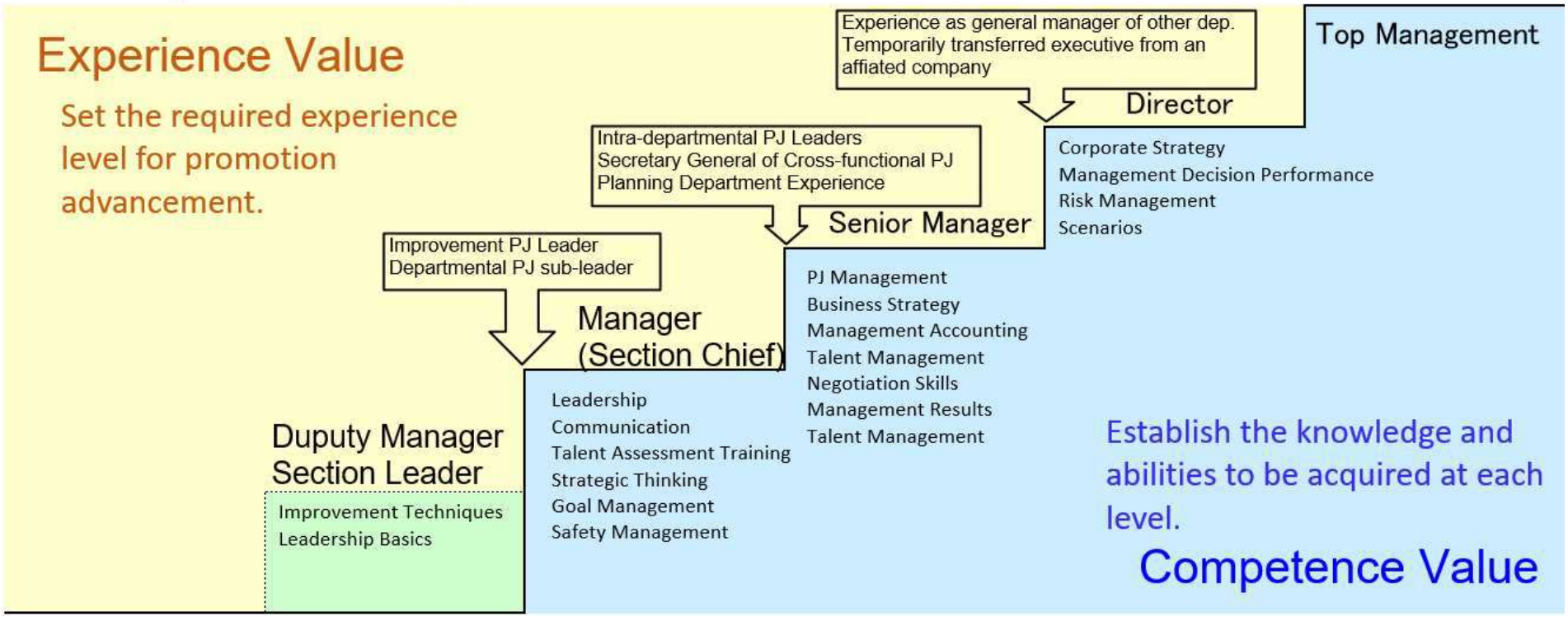
Professional staff and engineers are considered highly specialized professionals and are treated on the same level as outside professionals hired on an as-needed basis. In other words, the salary structure is separated from that of employees and is contract-based based on market principles.

Carrier Path

Career path for Management

Employees, both staff and engineers, who are qualified for management positions and desire a career in management will be appointed to management positions as appropriate. It is desirable to design a path that allows employees to return to professional positions as appropriate, up to the level of middle management.

Career path for management



Miscellaneous Matters

- Who will obtain management approval for the Carrier Path Design?
- Who will be the immediate point of contact for this issue?
- It is possible to separate operators as a career. What do you all think?

- Do you know the new vision of EDL?
- Are you considering a scheme to transfer jobs?

添付資料 25　Name list of participants for attending manager training

添付資料 25

Name list of participants for attending manager training program

No.	Name and surname	Position	Department	Tel
1	Mr. Thanongsack thongsavanh	Manager of Evaluation and Compilation office	Distribution System Management Department	
2	Ms. Alounthip Siliphone	Head of unit, Distribution System Planning - Management Division		
3	Mr. Panyathip Nanthalath	Head of unit, Billing System and Debt Division		
4	Ms. Kongpheng Sihaboud	Head of unit, Distribution System Inspection - Management Division		
5	Ms. Phouvalysavanh Lattanavong	Deputy manager of Evaluation and Compilation office	Power Development Department	
6	Ms. Somvivanh Siyavong	Head of unit of Evaluation and Compilation office		
7	Ms. Vonekham pitchavong	Deputy Head of unit of Evaluation and Compilation office		
8	Mr. Phonepasong phonekeo	Project manager, Transmission and Distribution System Development Division		
9	Mr. Xayyaphone Vanisouvong	Deputy project manager Transmission and Distribution System Development Division		
10	Mr. Leum Nanthavong	Deputy project manager Transmission and Distribution System		

		Development Division		
11	Ms. Phimphone thammavong	Deputy head of unit		
12	Mr. Niko Bangsoulin	Deputy project manager of Namngeum4	Power Development Department	
13	Phoutthavanh sorchampa	Acting head of unit Namngeum1 expansion unit 6		
14	Mr. Visamer vorlabout	Manager of Accounting Division	Accounting Department	
15	Mr. Sengnakhone vorlachit	Manager of Debt-Obligation Division		
16	Mr. Sitthixay sengxayyavong	Deputy manager of Debt-Obligation Division		
17	Ms. Soumaly phengkhammy	Head of unit		
18	Mr. Soulinthone Vongsisouk	Deputy manager of Evaluation and Compilation office	System Planning Department	
19	Ms Khamphouvin sombounkhanh	Head of unit		
20	Ms. Souphaphone souksivongxay	Officer B3		
21	Mr. Alex duangngeun	Officer		
22	Mr. Bounthavy Alounsavath	Deputy manager of Administration Division	Organization and Administration Department	
23	Ms. Noknoy chanhthavong	Head of unit		
24	Ms Soutthiphone khattiyalath	Deputy head of unit		
25	Ms. Soliya sopha	Head of unit	EDL office	
26	Mr. Bounthavixay sivanhpheng	Head of unit		
27	Mr. Vithoune PHOUMIVONG	Manager of administration division	EDL Institute	
28	Mr. Noimai CHAMPAHOM	deputy Head of administration		

		division		
29	Ms. Thipphachanh xaythanasy	Manager of Fund-Loans Management Division	Business Planning and Finance Department	
30	Ms. Khamchanh Dalavong	Deputy manager of Treasury Division		
31	Ms. Viengsavanh keolathsavong	Evaluation and compilation Office		

添付資料 26　Structure_and__CAREER_PATH_

添付資料 26

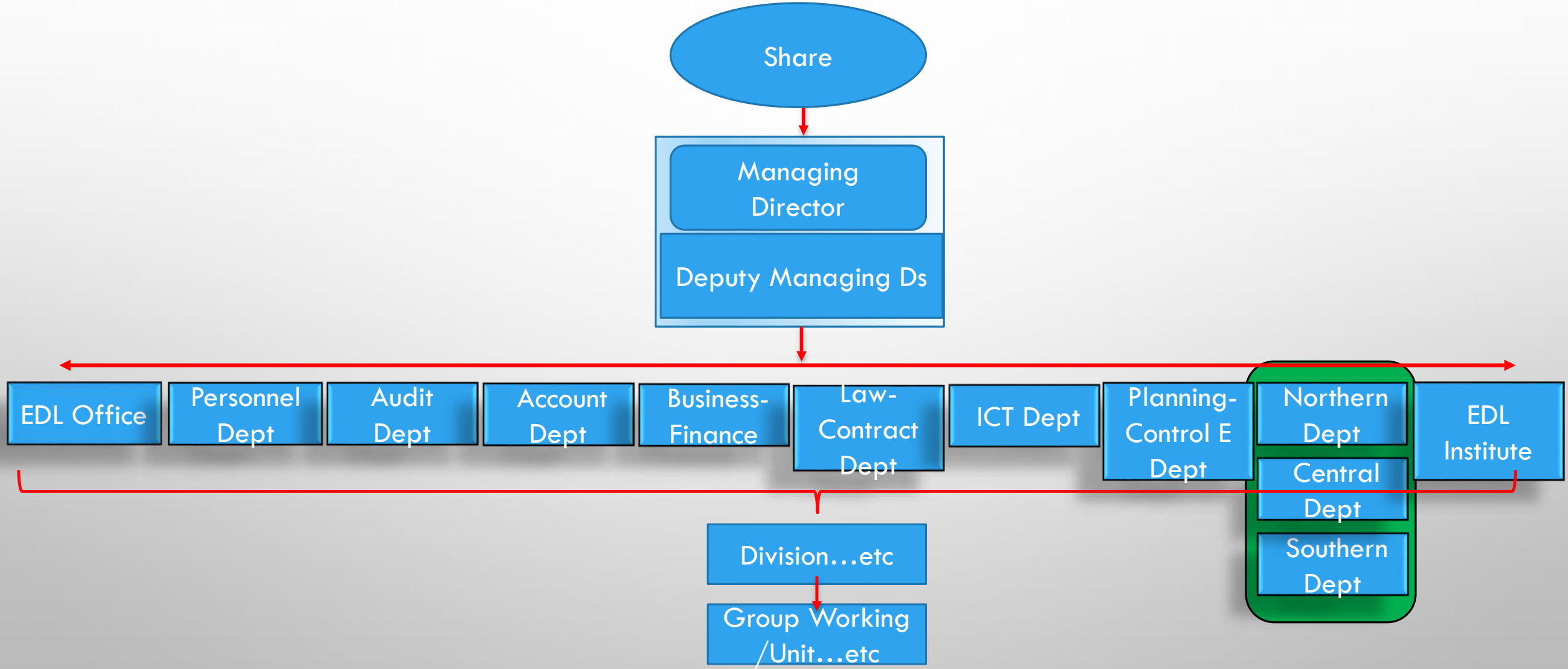
ລັດວິສາຫະກິດໄຟຟ້າລາວ

ELECTRICITE DU LAOS

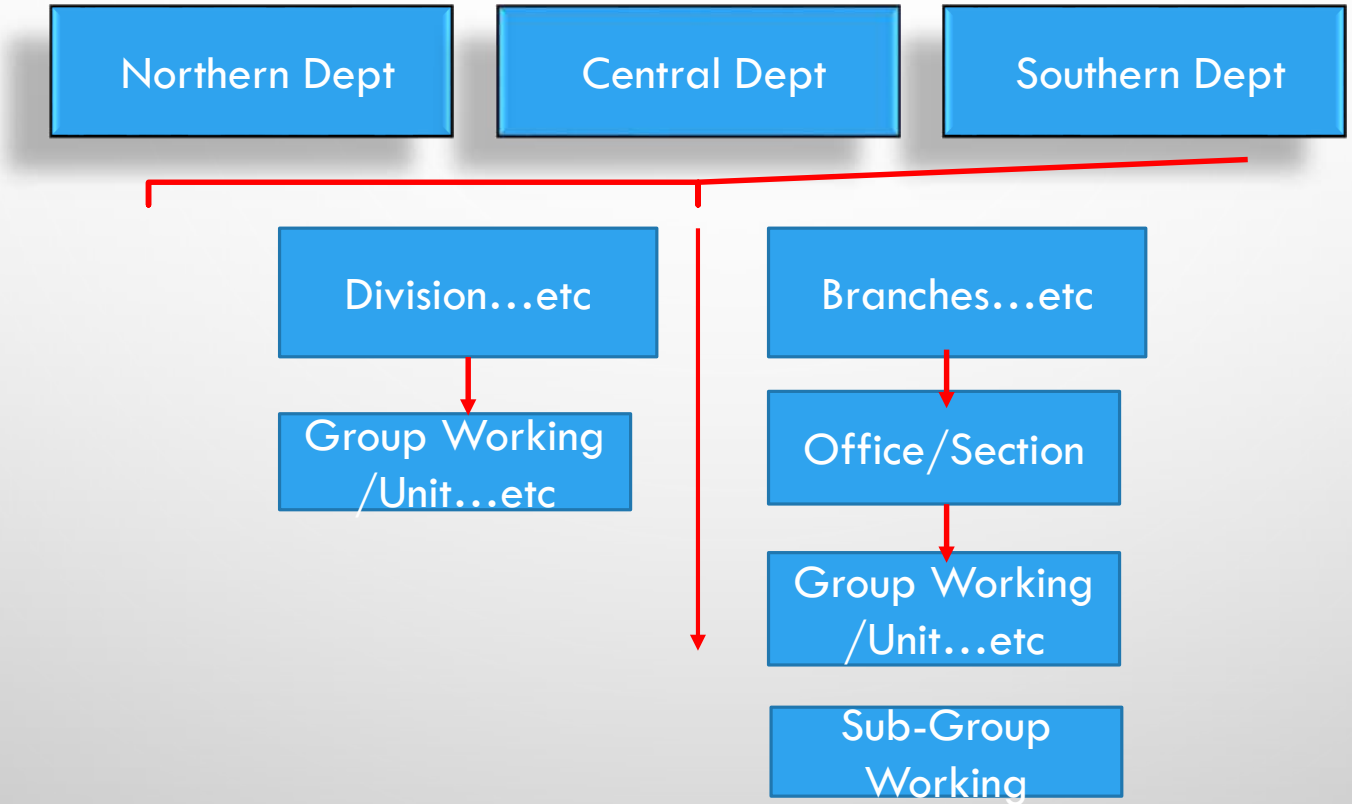
STRUCTURE AND CAREER PATH OF EDL

PRESENT BY HUMAN RESOURCE MANAGEMENT DIVISION

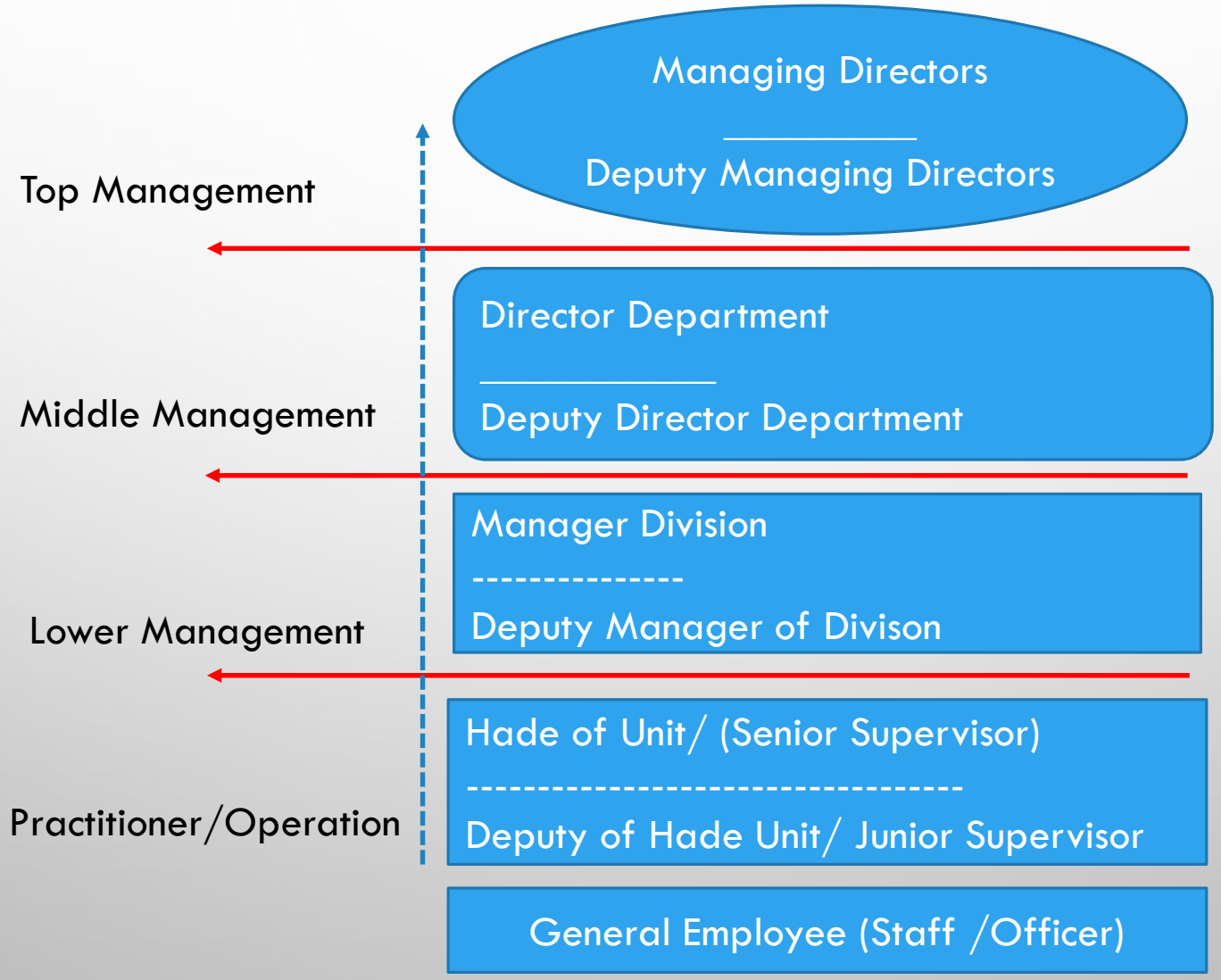
EDL –STRUCTURE



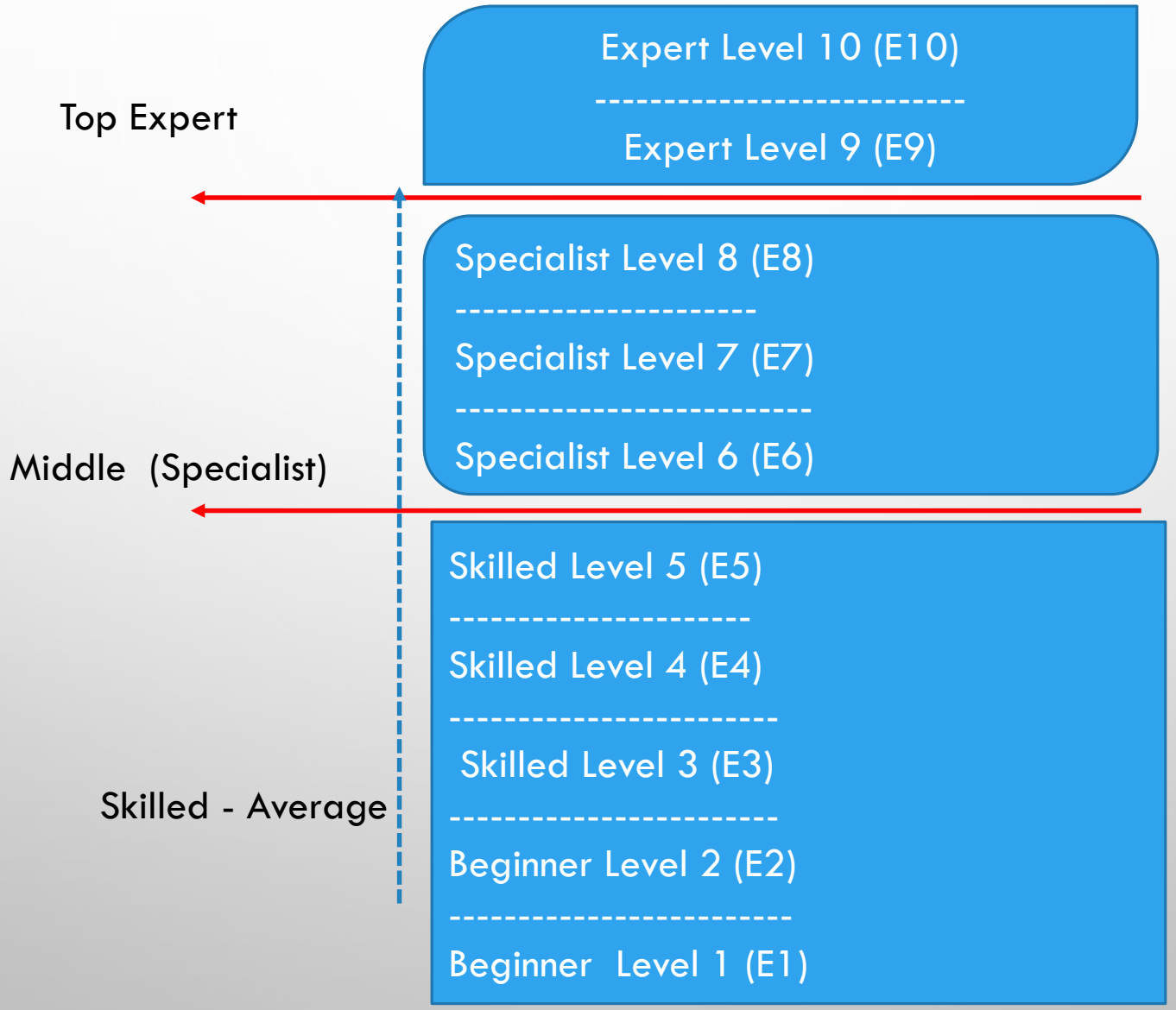
EDL –STRUCTURE



POSITION LEVEL MANAGEMENT



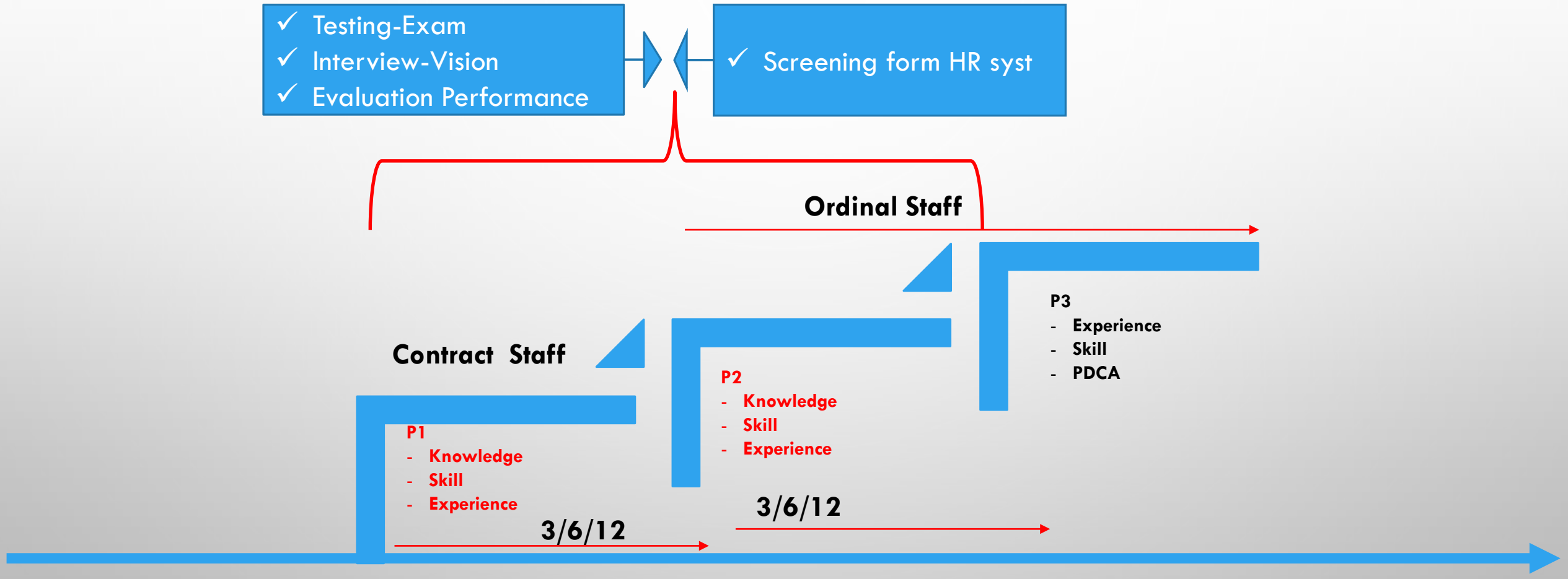
POSITION LEVEL OF TECHNICAL SPECIAL LIST



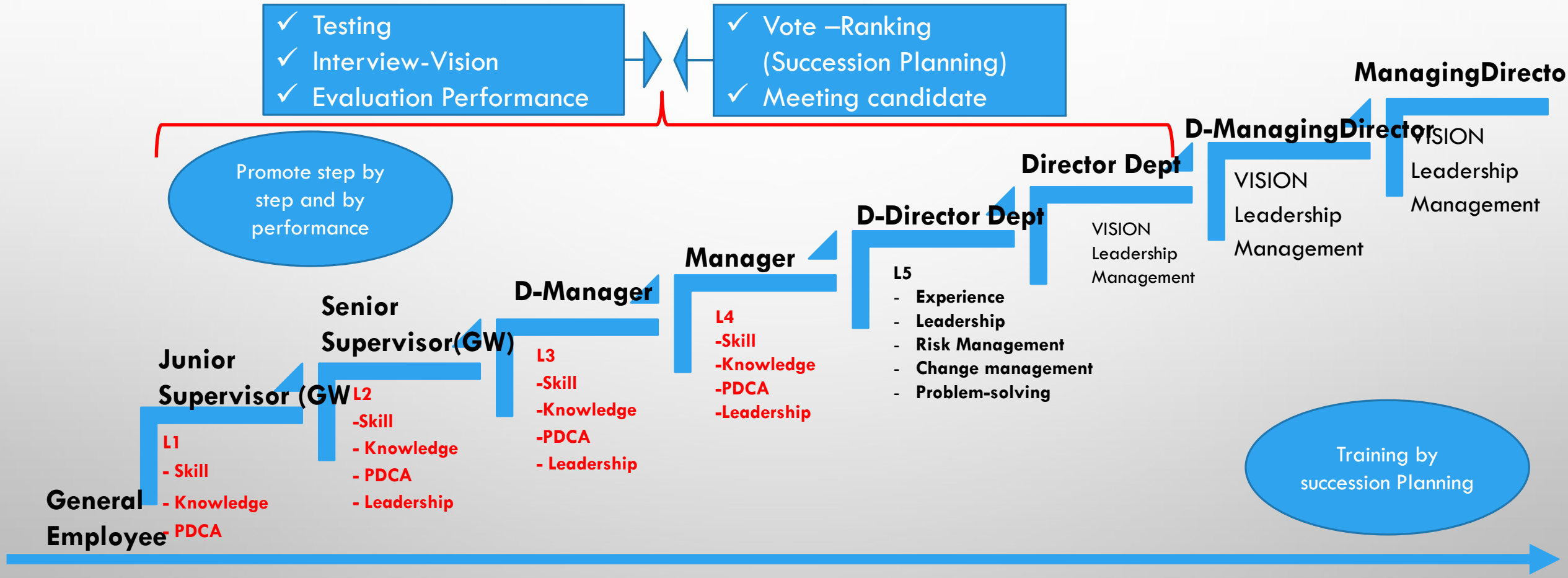
COMPARING LINE OF CARRIER PATH OF EDL

N0	Management Level	Position Level	Technical Level	Position Level	Remark
	Top Management	Managing Director			
		Deputy Managing Director			
	Middle Management	Director Department	E-1O	Expert professional	
		Deputy Director Dept	E-09	Expert professional	
	Lower Management	Manager Division	E-08	Lead professional	
		Deputy Manager Division	E-07	Lead professional	
		Lower Management	E-06	Lead professional	
		Dpty Manager of Section	E-05	Lead professional	
	Operation	Hade of Unit /Senior Supervisor	E-04	Senior professional	
		Deputy of Hade Unt/ Junior Supervisor	E-03	Senior professional	
		Sub Working Group (Hade)	E-02	Junior professional	
		Sub Working Group (Dpty)	E-01	Junior professional	
		Staff/ Officer			

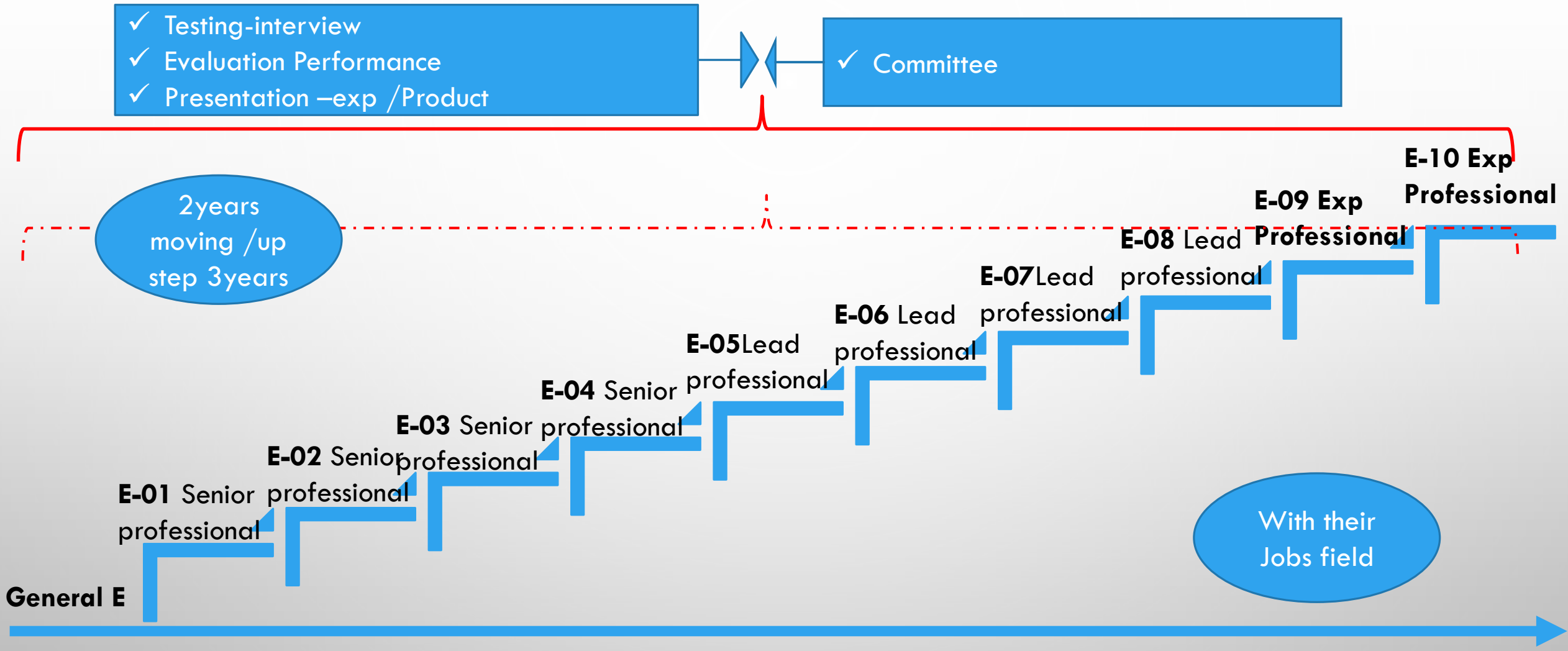
CAREER PATH OF NEW EMPLOYEE



CAREER PATH DEVELOPMENT OF EDL MANAGEMENT



CAREER PATH OF EDL SPECIALIST



THANK YOU AND SHARING

添付資料 27 コーポレート戦略目標_20230216

添付資料 27

Relationship with related departments

Perspective	Corporate Performance Indicators	Performance Indicators							
		EDL Office		HR		Power System Management and Control		Business and Finance	
Customer	- R3: Be a strong state-owned enterprise - R3: Generate stable income; - R4: Ensure the Lao's energy security;						"- R4: Ensure the energy balance; "- R4: Ensure the supply of electricity to serve the growth of socio-economiy;		
Stakeholder	- R1: Become self-sustainable business operation (business operation inline with strategy); - R3: Be highly responsibility for the poiltical and economic; - R6:Ensure the debt management is according to plans and pay on time.								"- R5: Improve the work of budget planning;
Financial	- R5: Guarantee the most efficient use of the budget;								
Internal Process	- R2: Move towards becomeing a modern organization; - R7: Audit- inspection works are carried out in a completed system;		"- R2: Streamline the operation processes and make it faster; "-R2: The management of the work are in a systematic, hamonious, flexible quick and in quality manner; "- R3: Creat jobs for the people of all ethnics groups; "- R3: Conduct Bz efficiency and effectively;		"- R2: Improve the organization structure to be efficient and consistent with each tasks; "- R2: Systemetic use profressional and skilled personel; "-R2: Restructure salary structure to KPIs basic;		"- R3: Conduct Bz efficiency and effectively;		
Learning and Growth	- R2: Build profressional and skilled personel;								

添付資料 28　Wrapup

ラオス国経営マネジメント改善	
会議名	Wrapup Meeting
日時	2023 年 2 月 16 日（木） 17:00 – 18:00
場所	EDL 本社 8F 会議室
出席者	【EDL】 ヴィラポン副総裁、Mrs.Soliya,Mrs.Noknoy 【JICA team】 鎌田
議題	1. コーポレート BSC の作成進捗状況 2. 管理職研修の今後の進め方 3. Mentor 制度導入進捗と今後の予定 4. Career Path 制度の導入について
配付資料	① Wrapup ② コーポレート BSC Draft

1. **進捗**

① **コーポレート BSC の作成進捗**

・EDL が新たに作成したビジョン/ミッションステートメントに記載されている 7 つのリフォームをベースにして、キーセンテンスを抽出した。

・抽出したキーセンテンスを構造化し、そのトップラインをコーポレートの最重要課題と位置付け、最重要課題以外は、各 Dep.の達成すべき関連課題として Deo.側に受け渡した。（関連資料①）

・コーポレート BSC として10課題を位置づけた。コーポレート管理範囲としては適切な数と思われる。

・今後それぞれのコーポレート課題の KPI を抽出する必要がある。この際に、現状のビジョンステートメント記載内容は、具体的でない部分が多いため、対応手段（Plan として記載されている）も含めた中で最適な指標抽出を行う必要がある。

・次の段階として、コーポレート最重要課題に関連する各 Dep.の重要課題について整理するとともに、Dep.としての独自視点から追加重要課題を設定し、Dep.の BSC として展開する。（KIP も同様）

② **管理職研修**

・2/7 に 1 日コースとして、25 名を対象に研修を行った。（7 名欠席）

・前 2 回の研修と、がらりとメンバーが変更となり（事前の Web 会議で情報は入手）再度最初から研修を行うこととなった。今回は各 Dep.からの選抜メンバー（比較的若手管理職）で、1 年研修する。

・座学研修とグループワークを取り入れた内容とした。管理職としての心構え、必要なスキル、知っておくべき知識の 3 分野を組み合わせて今後も研修を進める。

・必ずしも全員が、英語を十分に認識レベルではないので、途中から英語➡ラオ語の通訳（TC メンバー）を入れた。

・事後アンケートも実施しており、参加者の声を今後の研修に役立てる。

③ **Mentor 制度導入**

・前回 EDL は 2024 年 1 月から Mentor 制度の導入を目標としたが、1/20 の Web ミーティングで Mid/2023 からの導入を図りたいとの意思表明があり、本渡航で詳細検討を図った。

・Mentor 制度開始は仮に、7 月とする。

・対象者は、新規採用者。

・運営組織は、HR Dep.の HRD Div.主担当は、Mr.Tonscy(Div Manager), Mr. Vilasak, Mrs. Noknoy

・Mentor 制度導入に当たって、EDL 全体への説明資料の準備と、構想承認を次回までに得ることをお願いする。

・並行して、Mentor 候補の抽出を行うこと。

④ Career Path 制度の導入

・前回渡航時に紹介したが、導入の明確な意思表明がなかったキャリア設計に関して、現在早期導入に向けて設計が進んでいることを確認した。

・HRM の Div.manager である Noi-san より構想説明があった（資料　）。

・キャリアのコースは 2 コース（管理職、テクニカル）で、キャリアの設計は 10 資格で構造は JICA チーム提案と同じ。

・いくつかの点について助言した。

・

2. 質疑応答

① キャリアパスはすぐに導入する予定（V）。

② エンジニアとオフィスワーカーのコースは分けたほうが良い。（必要能力と経験が異なる）

③

3. 要求事項等

4. 参考（写真）

写真①

添付資料 29　Web 会議による事前打合せ

Discussion: BSC Implementation

April 17. 2023

JICA team: A. KAMATA

1

Agenda

1. Progress to Date
2. New Mission/Vision of EDL
3. Present scope of implementation Process
4. BSC structure study
5. Key Performance Indicators Based on Corporate Vision
6. Strategy Map
7. BSC Policy Statement
8. Deployment of BSC to each department

Based on the mission and vision confirmed by the Reform Committee, create a company-wide level BSC.

From the mission and vision, the most important issues at the company-wide level are extracted and structured by perspective, along with corresponding key indicators.

2

1. Progress to Date

◆In the past three travel guidance sessions, the following items have been addressed：.

- ➢Understanding of how to implement BSC
- ➢Setting a new vision/mission
- ➢Determination of BSC structure
- ➢ Extraction of key performance indicators from the vision and their placement in the respective perspectives

◆Provided a template for developing the BSC and explained how to use it

※Due to the low attendance of BSC team members, it is questionable whether progress to date has been shared.

3

2. New Mission/Vision of EDL

（Vision）

EDL will become a state owned enterprise on Energy security for Lao PDR and neighbor countries. (In Sort: Energy Security for All)”

7R’s

- Energy strategy and Business Policy.
- Organization Structure and Human Resource Development.
- Energy Business management.
- Energy Security.
- Finance – Accounting Management.
- Debt Management.
- Compliance, Control, Audit and Inspection.

1. Guide the Thinking and Actions of Employees;
2. Help Determine and Inform Performance Standards;
3. Help Attract Appropriate Talent;
4. Provide Context and Reduce Friction During Organizational Restructures;
5. Provide a Stable Framework that can Outlast Internal Changes;
6. Inspire People to be Focused and Productive;
7. Facilitate Collaboration with Teams, Customers, Suppliers and Partners;
8. Help with Public Relations.

Authorized as a New Vision/Mission of EDL

4

3.BSC implementation procedures

★ Items to be addressed at this time

Understanding the current status of EDL
↓
Identification of Strategic Issues for EDL
↓
Developing the EDL Vision: When and What
↓
Filling out the vision statement in the BSC
重要業績指標に相当

Key performance indicators were established based on the vision for 2027.

Requested to work via web conference.

★ Examination of missing viewpoint-specific elements

★ Preparation of BSC policy document

Development of performance evaluation procedures

★ Creation of a strategy map

★ BSC policy statement

Creation of performance evaluation criteria

Holding BSC Information Sessions

Make BSC known to employee

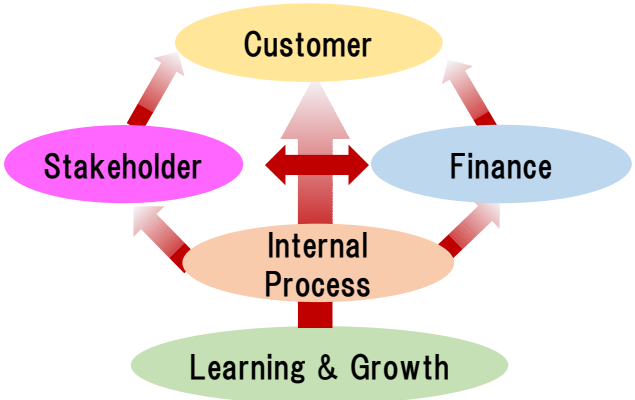
Determination of BSC

Company-wide agreement on BSC

5

4. BSC structure study

Innovative Style Structure



If the focus is on stakeholders for the time being, this format is considered better.

6

5. Key Performance Indicators Based on Corporate Vision

◆A new vision/mission has been developed for FY2027.

- It is recognized as a vision statement, including the 7Rs, which are positioned as strategies.

◆Key performance indicators were extracted from the vision statement.

- It is impossible to manage all the key performance indicators in corporate.
- The extracted key performance indicators were stratified into corporate and departmental jurisdiction.

◆From the key performance indicators, quantitative indicators are set based on the image of performance in 2027.

- The vision statement does not directly provide specific quantitative indicators.
- It is necessary to define quantitative KPIs from the extracted most important performance indicators.
- It is necessary to envision the specific performance of EDL to be realized in 2027.

7

7.BSC Policy Statement

Based on the company-wide strategic intent, the Corporate Planning Department prepares a map summarizing the mission, vision, business environment analysis, and business operation policies, and presents it to each business unit.

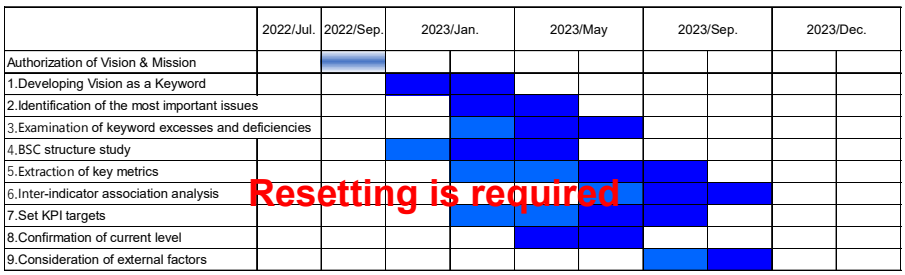
Corporate	Period：M/Y-M/Y		
Mission/Vision	Describe EDL's mission and vision.		
Management Policy/Scenario	Describe the management policies and envisioned scenarios for the vision setting period. The use of scenario planning is also effective.		
	Financial Perspective	Customer Perspective	Internal Perspective	Learning and Growth Perspective
Mid-term target	Describe the goals for the vision setting period. （KPI）			
Current Target	Describe the goals to be achieved in the current fiscal year toward realization of the mid-term goals。			
Highlights of this issue	The following is a list of issues that have been identified to achieve the goals for the current fiscal year. The following is a list of issues that are of particular importance. (Critical Path)			

9

6. Kye Metrics Extraction

- ◆Clarify outcome indicators and leading indicators.
  - ➢ Clarify limiting conditions when it is necessary to receive results from outside parties.
- ◆For Corporate mid-term KPIs, set annual targets as milestones.
  - ➢ Milestones are key KPIs for each fiscal year.
  - ➢ When preparing the BSC for each fiscal year, milestones will be identified as key issues.
- ◆Milestones are key KPIs for each fiscal year.
  - ➢ When preparing the BSC for each fiscal year, milestones will be identified as key issues.

7. Implementation Schedule



- ◆Once we have the seminar schedule set up as above.
- ◆If you have any ideas, please let us know.

Discussion: Mentor Program

JICA team: A. KAMATA
April xx, 2023

1

Agenda

1. Scheduled visit
2. Review of Mentor Program Overview
3. Challenges in Introducing a Mentoring Program
4. How to Implement a Mentoring Program
5. Schedule for launching the mentoring program

2

1. Scheduled visit

- ◆Including this visit, I have three remaining consulting visits.
  - ➢EDL would like to start Mentor system from mid of this year.
  - ➢The design of the mentoring program must be completed, at least for this visit.
- ◆I hope that you will do what you can to prepare in advance of this visit.

3

2. Review of Mentor Program Overview

The mentor system is a system in which senior employees close to the employee's age listen carefully to new hires and young employees (mentees) on a one-on-one basis through daily conversations and regular interviews as good advisors not only for work-related issues but also for career development and other issues.

Mentee

Company Rules
Human relations
Business Procedures
Techniques and Skills
Business Troubles (Troubles)
?



Mentor

・Communication skills through listening, talking, advising, and teaching.
・Techniques and skills through teaching.
・Deepening of knowledge
・Building relationships with junior staff

Consultation

Listening and advising

・Early adaptation to company life
・Early start-up of business execution
・Trusting relationship with seniors

Motivation
Strengthening Organizational Capability

4

3. Challenges in Introducing a Mentor Program

1. System Design
   - ① Clarification of purpose and objectives
   - ② List the parties involved and describe their roles
   - ③ Periodic mentoring and recording/reporting process
   - ④ Incentives for mentors
2. Formation of a promotion organization
3. Training of Mentors
   - ① Understanding the Mentoring Program
   - ② Skills and knowledges
     - Communication, Facilitation, Leadership, KAIZEN, Time management
     - Case study
4. Public awareness of the mentoring program
5. Selection of potential mentors
6. Preparation Schedule for Introduction
   - ① Start in July in 2023

※ Items listed in red are to be completed this time.

5

4-1. Clarification of purpose and objectives

- To helps achieve their talent development goals such as succession planning and ensuring solid leadership development.
- To informs everyone throughout the company that leadership is willing to invest in its employees.
- To improves talent acquisition efforts. New hires are aware of organization's career development opportunities.
- To fosters employee retention, which can lead to a reduction in turnover rates.
- To leads to reduced training costs by way of one-on-one interaction.
- Knowledge sharing by the mentor is encouraged, which increases the mentor's sense of self-worth.
- Etc.

6

4-2. List the parties involved and describe their roles

List of Mentor Program committees in HR Department

No.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]		[redacted]	
6					
7			[redacted]		
8					
9					[redacted]
10					

- Decide who will be in charge of the primary and secondary responsibilities.
- Clarify the roles of mentor and mentee supervisors.

Role of Committee

- Formulate and revise implementation guidelines
- Dissemination of implementation guidelines
- Selection of mentors
- Implementation of training, briefing sessions, and information exchange meetings
- Operation of mentor system

7

4-3. Periodic mentoring and recording/reporting process

◆The periodic mentoring and recording/reporting processes are according to the actual plans and reports of the potential mentors, which are recorded in the KPIs system.

Keep a record of mentoring conducted.
A mentor will keep track of the mentee's current status.
listen to the mentee's concerns.
Talk about the mentor's experience.

8

4-4. Incentives for mentors

◆Incentive will be a main factor for higher position promoted consideration;

◆Transform mentoring to be KPI's indicator for performance evaluation system and KPIs payment.

Separate from rewards

Linking to rewards would make it necessary to evaluate the mentoring itself

If mentoring is to be evaluated, then the minimum number of mentoring sessions should be assessed as +. On the other hand, if the mentoring is not carried out, it should not be assessed as a "-".

Make the steady implementation of mentoring the norm.

9

4-5. Training of Mentors

① Understanding the Mentoring Program
- Outline of Mentor program
- Operating Rules and Regulations

② Skills and knowledges
- Communication
- Facilitation
- Leadership
- KAIZEN
- Time management

10

5. Schedule for launching the mentoring program

	2022/Jul.	2022/Sep.	2023/JFeb.		2023/May				2023/Sep.		2023/Dec.	
Decision to introduce a mentoring program												
1.System Design							◆Mgt. Management Approval					
①Clarification of purpose and objectives												
②List the parties involved and describe their roles												
③Periodic mentoring and recording/reporting process												
④Incentives for mentors												
2.Formation of a promotion organization												
3.Training of Mentors							Training					
①Understanding the Mentoring Program												
②Skills and knowledges												
4.Public awareness of the mentoring program												
5.Selection of potential mentors												
6.Preparation Schedule for Introduction												

◆The implementation schedule has been revised as described above.

◆In order to meet the start date, each task must be completed according to the schedule.

11

Miscellaneous Matters

◆Who will obtain management approval for the mentoring program?

◆Who will be the immediate point of contact for the mentoring program?

◆When do you usually hire employee?

◆Is it a regular hire?

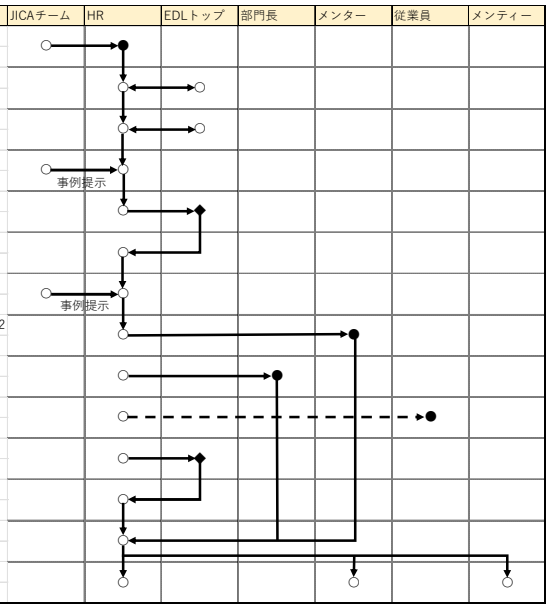
◆How many employees do you hire in a year?

◆Do you know the new vision of EDL?

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Workflow for introducing a mentor system

WBS	タスク	期限	JICAチーム	HR	EDLトップ	部門長	メンター	従業員	メンティー
3.2.1.1	メンター制度導入に関する具体的説明	2023/1/8-21							
3.2.1.2	メンター制度推進体制を決める	2023/1/8-21							
3.2.1.3	対象規模（人員・層別）の検討・決定	2023/1/8-21							
3.2.1.4	実施要領の策定	2023/7							
	制度承認								
3.2.1.5	メンター/メンティーガイドラインの作成	2023/10							
3.2.1.6	メンター教育Progの作成	2023/10							
3.2.1.7	メンター教育	2023/11-2023/12							
3.2.1.8	メンター制度の周知（説明会の開催）								
	従業員説明会								
	メンター制度最終承認								
	メンター制度最終承認								
3.2.1.9	メンター制度の準備								
3.2.1.10	メンター制度の開始	2024/1							



13

Discussion for Carrier Path

April XX 2023

1

Agenda

1. Basic Story of Improvement for HRM&D
2. Background and Challenges of HR issues
3. Human resource development on a new system
4. Designing a Career Path
5. Schedule for launching the mentoring program

2

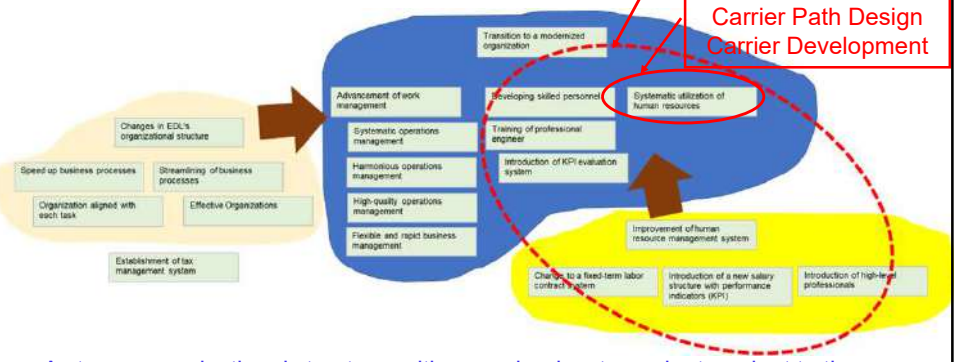
EDL Vision Deployment for HR

Previously presented

Deployment from EDL Vision/Mission and Strategies.
Structured keywords extracted from R2.

This area is our Target to be improved.

Carrier Path Design
Carrier Development



- A strong organizational structure, with a mechanism to evaluate, adapt to the situation
- Labor management mechanism, performance evaluation system as KPI
- Have an effective personnel management system (creating experts, successors-replacements)

Carrier Path

3

4.Designing a career path

Previously presented

Designing a career path means setting in advance the abilities and experience required for a company's functions and positions. There are two main career paths: staff and engineer. Each of these establishes a path to management and a path to advanced professional positions.

Staff

General Employee → Leader → Senior Staff → Chief staff → Professional Staff

Engineer

General Employee → Engineer → Senior Engineer → Chief Engineer → Professional Engineer

Management

Section Chief → Senior Manager → Director → Top Management

Transfers between professional and managerial positions are possible up to Chief Staff or Engineer

Carrier Path

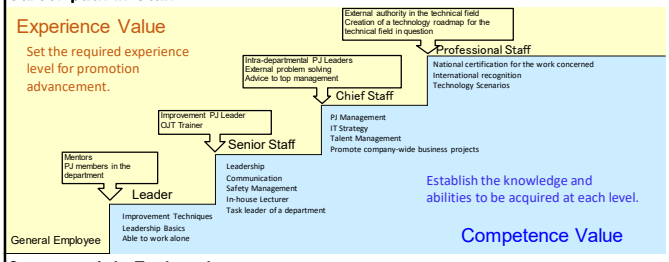
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Career path for Staff and Engineer

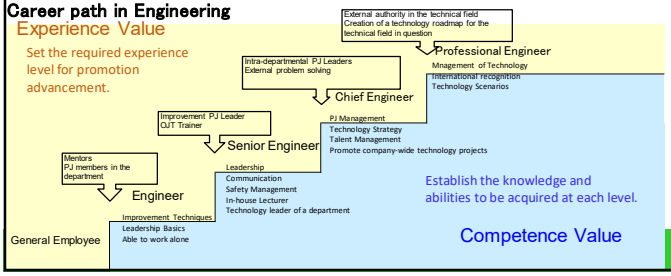
Previously presented

In conjunction with individual's career development plan, it is possible to improve motivation toward the future and visualize the company's human resource allocation and its excesses and deficiencies.

Career path in Staff



Career path in Engineering



Professional staff and engineers are considered highly specialized professionals and are treated on the same level as outside professionals hired on an as-needed basis. In other words, the salary structure is separated from that of employees and is contract-based based on market principles.

Carrier Path

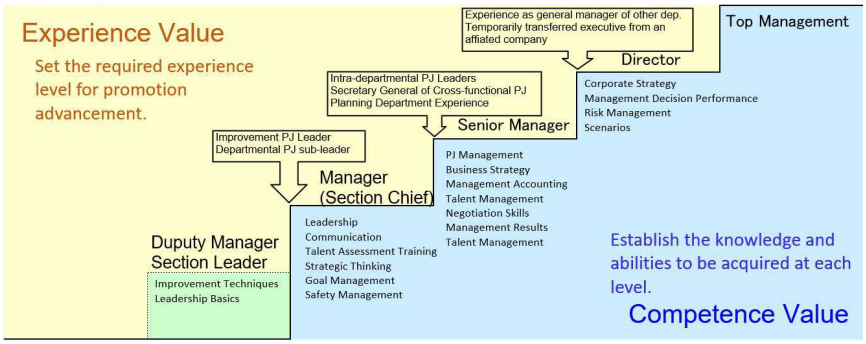
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Career path for Management

Previously presented

Employees, both staff and engineers, who are qualified for management positions and desire a career in management will be appointed to management positions as appropriate. It is desirable to design a path that allows employees to return to professional positions as appropriate, up to the level of middle management.

Career path for management

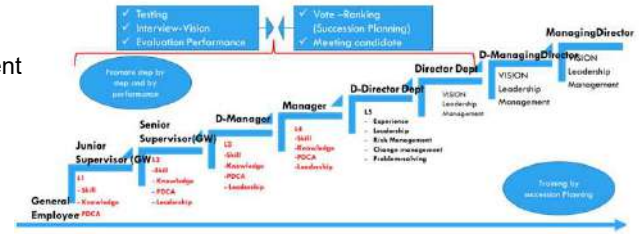


Carrier Path

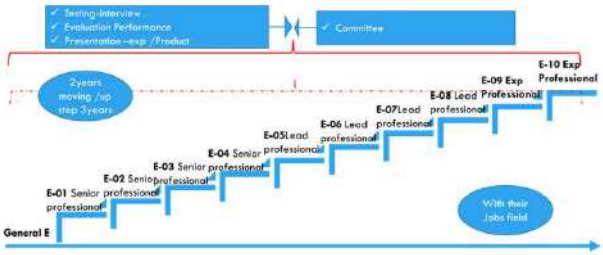
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Career Path of Draft by EDL

Management



Specialist



Carrier Path

7

JICA team points out

- ◆Office workers and engineers have different skill requirements and should be separated.
- ◆No experience requirements have been set, but it is good to set the required experience level, regardless of professional or managerial position.
  - ➢ It is also useful to set incentives for the mentoring system, such as making it a requirement for promotion to entry-level management or leadership positions.
- ◆Professionals should be separated from the normal internal salary structure, regardless of whether they are promoted internally or procured externally.
  - ➢ So-called professional salaries should be set at market prices
- ◆It is advisable to allow mutual transfers between management and professional positions up to the appropriate stage, since there is also the appropriateness depending on the personnel.

Carrier Path

8

Items to be reviewed

1. How many career paths do you start with?
   - Do you separate administrative and technical positions?
2. Do you include experience requirements?
3. How would you design the salary structure for professional positions?
   - Can internal promotion and external procurement be considered the same?
4. Allow reciprocal transfers between career paths?
   - Until what point in time will reciprocal transfers be possible?

Carrier Path

9

Items to be considered today

- ◆Is timely procurement of human resources possible?
  - Does the labor market exist in a visible form?
- ◆Internationally, employment contracts with no expiration date are common.
  - How do you view fixed-term employment contracts in Laos?
- ◆Generally, in job-based employment, employees are responsible for their own skill development.
  - How do you intend to counteract the prevention of retirements of personnel with developed competencies?

Carrier Path

10

3.Human resource development on a new system

◆Laos, with its immature labor market, needs to develop its own human resources.



◆Specify step-up requirements

➢Required Skills, Knowledge and Experience

Personal career development → CDP（Carrier Development Plan）

Planned requirement acquisition

Carrier Path

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添付資料 30　BSC_Tmplates_ENG_03-05-2023 （version 4）

添付資料 30

Relationship with related departments

Perspective	Corporate Performance Indicators	EDL Office		HR	
Customer	- R3: Be a strong state-owned enterprise - R3: Generate stable income; - R4: Ensure the Lao's energy security;	v		R1: Employee assessment results or KPI results. R3: Create action plan nad tools to survey employees' statisfaction on EDL's policy and regulation.	
Stakeholder	- R1: Become self-sustainable business operation (business operation inline with strategy); - R3: Be highly responsibility for the poiltical and economic; - R6:Ensure the debt management is according to plans and pay on time.	R1: Provide good coordination and cooperation with all departments and partners. R3: Follow up all taks that top management assign to each department in EDL to support the work progress.		R1: Analyze and define the position strucure of departments and branches. R3: Review and promote the employees based on the education background. R3: Disclose new update EDL's policy and regulation to all employees.	
Financial	- R5: Guarantee the most efficient use of the budget;	- R5: Develop a highly accurate annual plan. -Transition to appropriate asset amounts			
Internal Process	- R2: Move towards becomeing a modern organization; - R7: Audit- inspection works are carried out in a completed system;	"- R2: Streamline the operation processes and make it faster; "-R2: The management of the work are in a systematic, hamonious, flexible quick and in quality manner; "- R3: Creat jobs for the people of all ethnics groups; "- R3: Conduct Bz efficiency and effectively;		"- R2: Improve the organization structure to be efficient and consistent with each tasks; "- R2: Systemetic use profressional and skilled personel; "-R2: Restructure salary structure to KPIs basic; R2: Create the employee management system.	
Learning and Growth	- R2: Build profressional and skilled personel;	R2: Invole in capacity building activities/trainings to improve the organization.		R2: Create human resource development strategy. R2: Test the HR and Payroll system. R2: Human resource development to work with IPP at least 2 projects and OM work at least 8 persons/year.	

We would like to know the areas of responsibility of each executive.
Are mid-term and annual business plans prepared by the planning department?
What exactly is a plicy-strategy study?
Please list specific actions.
Try to group the listed actions into several categories.

Performance Indicators							
ICT department		EDL Institute		Power System Management and Control		Business and Finance	
R1: Create work plan for operation and maintenance for equipment: SCADA and RTU 83 points and NCC, BNCC and RCC 2 points. R4: Ensure the operation of electricity billing system efficiency. R4: Improve EDL application for electricity payment.		R4: Create risk management system and environmental impact from EDLI's works. R4: Lock out tag out (LOTO) would be used. R3: Create new innovation for generation and improving controlling equipment namely, LBS, RCS through SMS, traffic light control.		"- R4: Ensure the energy balance; "- R4: Ensure the supply of electricity to serve the growth of socio-economiy;			
R3: Configuration with substations and hydropower plant. R1: Connect GPS time Sync (Fiber Optic) to relay protection. R1: Connect SCADA, Bays expansion part of railway 10 stations (11bays) to NCC.		R3: Testing the electric equipment according to the standard. R4: Testing smart meter before taking into warehouse. R4: Testing the transmission line management system to be completed 20% in 2023 and completed 100% within 5 years.				"- R5: Improve the work of budget planning;	
R2: Create maintenance plan for communication including equipment 124 points. R2: Maintenance OPGW and ADSS. R2: Upgrading RAM in workstation based on ICT regulation. R2: Changing or Adding server at data center. R2: Change Core Switches/Firewalls to increase	R2: Improving the data management of EDLI.			"- R3: Conduct Bz efficiency and effectively;			
R2: Create action plan for communication room. R2: Study and propose the feasibility study on internet uses combining with communication equipment. R2: Capacity building on ICT to development businese software. R2: Build the ERP++ to become businese software. R2: Create active directory project to be the data center of EDL.		R2: Create the mechanism to guarantee Expert (professional Expert:E) at least 5 profession. R2: Ensure to have MOU with 2 institutes in term of research or study on new innovation. R2: Create the training curriculum and providing the certificate forOEM for testing ABB or SIEMENS protection. R2: Improving training curriculum and training material. R2: Create online traing course. R2: Create and expand trainging program for businese management, leadership.					

部門：

Accounting	Inspectiom		Legal-Agreement	
				"- R6: Avoice lawsuits and charge from auditors and loaners;
"- R5: Improve accounting management system to be standardization, clear, transperent and modernization; "- R5: Ensure correct accounting practices;		"- R7: Creat transperency within EDL.		"- R7: Pay attention to the revision of the regulation;

添付資料 31　KPI BSC_Tmplates_ENG_01-06-2023 （BSC team）

添付資料 31

List of Indicators

Perspective	Current (Strategic)Target	Performance Indicators			
		Outcomes(lagging indicators)		Performance Drivers(leading Indicators)	
Customer	R4: Ensure the Lao's energy security;	Balance energy	Export energy>Import energy	Amount of electricity shortage in dry season	??GWh(**GWh)
				Electricity self-sufficiency in dry season	??%(**%)
				Increase in power generation	Increse=??GW
				Reliability of electricity demand forecast	??%(**%)
				Reduction of reactive power	**GWh(**GWh)
	Satisfy customer requiremets What are Voice of Customers? > What are the customer requiremnts? To supply enough energy to be needed To be stable energy without any trouble Frequency Sevirity(= Total duration of outage) To be reasonable price	Custome satisfaction	Custome evaluation rate Conduct customer satisfaction surveys every ?? months.	Number of power outages	?? Times/month(**)
Stakeholder	R1: Become self-sustainable business operation (business operation inline with strategy); To earn profit To be able to pay interest To be able to pay off debt To make planned investments	Operating profit increase	Revenue increase 80%	Improvement of electricity pricing structure	(Selling price - Purchasing price) >0
				Cost reduction	Cost to sales ratio ?%
				Revenue increase	??KIP(**KIP)
	R6:Ensure the debt management is according to plans and pay on time.	Pay on time according to plan	Number of late payments 0 (**times)	Interest coverage ratio	Business Profit/Interest Expense >100%(< 100%)
				DER:Debt Equity Ratio	DER<100%(???%)
Financial	R5: Guarantee the most efficient use of finacial system	Monthly closing	1 week	Accounting system implementation completion rate	Completion/Designed %
				BAR of each Dep.	<=100%(**%)
	R3: Be a better state-owned enterprise	Profit before tax is positive in a FY	Profit before Tax>0	DER:Debt Equity Ratio	DER<100%(???%)
				Returcure Debt	Debt<???
Internal Process	R2: Move towards becomeing a modern organization;	Operation lead time(L/T)	L/T shortening ratio(Shortning time/As-Is)>70%	The number of analyzed workflow	Tne number of listed work
				Relative duty time	Total work LT/Operating time <5
				Each Division's Work L/T shortening ratio	Shortening ratio >70%
				Systematization ratio	Ratio=(Systematized work number/Listed work number)
	R7: Audit- inspection works are carried out in a completed system;	Audit Completion Period(Fiscal year settlement)	3 months after end of the fiscal year	Maintenance of internal rules and regulations	100rules
				Clarification of audit procedures	
				Cooperation with external audit organization	
				Ensure transparency	
Learning and Growth	R2: Build profressional and skilled personel;	Average of all employees at qualification level	(Current level) X1.5	Employee Average of Qualification Levels by Dep.	(Current levvel)x1.5
				The number of Training program	Engineering ??(**) Admin. ??(**)
				Training participation rate	(Participants/Eligible employees)=100%
				Number of training courses per employee	Numeber(courses/person) =2

添付資料 32　EDL BSC

添付資料 32

Project for Improvement of Power Utility Management in Lao PDR

EDL's Business Score Card

TEPCO Power Grid, Inc.
Tokyo Electric Power Services Co., Ltd.
Deloitte Tohmatsu Financial Advisory LLC
World Business Associates Co., Ltd.

Vientiane

26th May, 2023

Mission Vision

Mission ：the organization's reason for existence.
It describes the organization's purpose and its overall intention.

- What is our organization's purpose?
- Why does our organization exist?

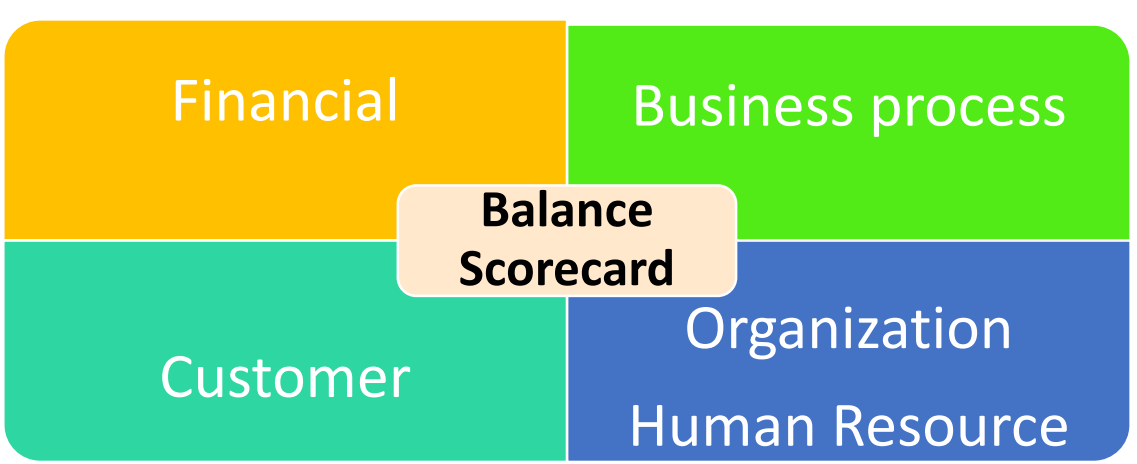
Vision：the ideal state that the organization wishes to achieve.
It is inspirational and aspirational and should challenge employees.

- What problem are we seeking to solve?
- Where are we headed?
- What would we look like 10 years from now?

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Project Outcomes





Mission

- **EDL shall contribute to increase economical development and public living standards**

Vision

- **We act now toward the best power utilities in Lao P.D.R. with reliable, efficient and environmental friendly power system and operation**

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EDL's Vision, Mission, Strategy

OPTION 1 OF EDL PROPOSE VISION AND MISSION:

Vision: Become Reliable Electricity Service Provider of Lao PDR and ASEAN people.

Mission:

1. Transforming EDL from Analog to digital and SMART Organization.
2. Create business ecology among electric supply (partners) and demands (Customers) to support country social-economic development with affordable price.
3. Moving to SMART Learning Organization and become good one of example of Lao SOE reform in Lao PDR.

Strategy:

- Sort term: RUN FAST.
- Mid-Long Term: Moving EDL forward for good governance service standard of Power Security, Stability and Clean Energy for Lao PDR and ASEAN for Sustainable development of Lao Electricity.

Proposed Vision, Mission, Strategy

Vision：Become the best power utilities in Lao P.D.R. with reliable, efficient and environmental friendly power system and operation

Mission ；Contribute to increase the national economical development and public living standard

Strategy:

- Support the National policy
- Supply power to everyone, everywhere, whenever with reliable, safety and reasonable price
- Save energy and operation cost with efficient business
- Serve environmental friendly power against global warming in ASEAN

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EDL's BSC for Improvement of management

Financial：Profit from operations ＞ 0
Asset management, Tariff adjustment

Customer：Increase of customer satisfaction
Supply power with reliable, safety and reasonable price

Business process：Priority activity and effectiveness
Organization reform to meet BSC

Human development：Improvement of skill and Incentive for employee
Human resource development assessment system

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BSC : Financial

Profit for operations > 0　KPI: Annual operating profit

① Increase of sales　KPI: Revenue

- Increase export power
- Increase electricity tariff
- Introduce new demand in dry season

② Decrease of expense　KPI: Annual operating cost

- Decrease procurement cost from IPP and import
- Decrease sales and administration cost
- Decrease system operation and maintenance cost

③ Decrease investment cost

- Decrease construction cost and PPA from new IPPs

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BSC : Customer

Increase of customer satisfaction

Supply power with reliable, safety and reasonable price

① Decrease power cut time and duration: SAIFI and SAIDA

- Distribution system upgrade : DAS/SCADA
- System operation center upgrade

② Dam safety and Environmental friendly power development

- Flood control
- Environmental Impact Assessment for residence

③ Electricity tariff

- Affordable tariff rate
- Tariff charge and collection

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BSC : Business process

Priority activity and effectiveness

① Optimal business plan
- Investment cost reduction
- Business effectiveness

② Operation cost reduction
- Kaizen activity
- residence

③ Electricity tariff
- Affordable tariff rate
- Tariff fee order and collection

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EDL's Critical Success Factors

- Reliable power supply : KPI, SAIFI, SAIDA

①Appropriate and effective power system planning: KPI; Reserve margin, Investment cost, Operation and Maintenance cost, LOLP

②Seasonal utilization of hydropower surplus energy in wet season: KPI; Annual generation(GWh), Overflow power(MWh), Water level

③Leveling of the variable renewable power output : KPI; Frequency

④Adequate technical standard and rules : KPI; Technical standard, Regulations, Manual

⑤Power export and import: Neighboring countries : KPI; Export generation (GWh), Import generation (GWh)

⑥Adequate system operation and maintenance with high skill : KPI; Least cost operation;

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EDL's Critical Success Factors

- Increase in electric power sales and reduce the cost of power supply
  : KPI; Profit/Loss statement, Cash flow statement, Balance sheets

①Demand increase in wet season: KPI; Power sales, Load curve

②PPA to IPP: Take or Pay contract, Valuable renewable energy : KPI; Annual generation(GWh), Equal to coal fuel price,

③Revised Tariff: KPI; Time of use tariff, Seasonal tariff, with I-Rep

④Revise the specification and standards of facilities and materials: KPI; Number of revision, Procurement cost

⑤Accrued revenue: Penal regulation and rules: KPI; Accrued revenue

⑥Optimal investment planning: KPI; PIRR,

⑦Procurement cost reduction: KPI; Competition bid,

⑧O&M cost reduction: KPI; O&M duration, manpower, interval

⑨System loss reduction: KPI; Loss (MWh), Loss rate(%)

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EDL's Critical Success Factors

- Efficient and effective EDL's management and business: KPI; Pretax profit, Gross profit, Number of employee,

①Energy efficiency/conservation: KPI; Consumption in wet season

②Demand side management: KPI; Peak load (Daily, Monthly, Yearly)

③Budget and Accounting inspection: KPI; Periodic actual check and yearly focus expenditure

④Improvement activities: Kaizen activity: KPI; Number of activities, Reduction cost from original,

⑤Human resource estimation, assessment: KPI; Applicable employee

⑥Smart meter and billing system approval: KPI; Installed number of Smart meters

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EDL's Critical Success Factors

- Efficient and effective EDL's management and business

⑦Customer satisfaction: KPI; Questionnaire, Number of claim from customer

⑧Safety for human being and facilities(Construction, O&M) : KPI; Number of Accident(fatal, severe injured, no injured),

⑨Internal audit system: KPI; Actual number of point out and improvement by audit,

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添付資料 33　EDLVilaphorn 副総裁面談_20230519_EdL_r2

JICA ラオス GC 面談記録

- 面談先：EdL ビラポン副総裁
- 日　時：2023 年 5 月 19 日（金）9:30-10:30
- 場　所：EdL 副総裁室
- 参加者：
  - [redacted]
  - [redacted]

【質疑】

JICA study for power sector

1. EdL Management Improvement Project

- Concession agreement (CA) for EdL-T
  - 資産移管の条件について中国の銀行の承認待ち。契約期限は別途確認する。（EdL）
- Consultant for EdL reform committee
  - コンサル用 TOR 検討中。（EdL）
- Financial model and simulation
  - 6/12～木村氏、チームとの面談日時は検討中。（JICA、EdL）
- Electricity tariff plan
  - 産業用は新料金の承認済み。住宅用は変更なしだったが、現在再検討中。物価高により厳しい。（EdL）
  - 日本の料金改定の事例を紹介する。（JICA）
- EdL hydropower training center
  - 検討継続。（JICA）
- Kaizen activities; Improvement and efficient work
  - 検討継続。（JICA）
  - EdL で拡大するため講師候補（研修センター）に研修して欲しい。（EdL）
- EdL's corporate strategy and related plans with BSC
  - 今後は、全社 BSC を総裁承認予定、その後各部に展開。（EdL）
- EdL's organizational development and reform
  - BSC 完了後、検討する。（EdL）
- Human resource management and development plan
  - 検討中。社外コンサルを雇っている。向こう 2 週間で結果が出ると思うので共有する。（EdL）
- Capacity development and training in Japan in October 2023
  - 2022 年研修の評価用紙を作成して欲しい。2022 年研修の評価結果を踏まえ検討する。（EdL）

2. Carbon Neutral Master Plan Project

- Terms of reference for maximize the use of hydropower generation (Chapter 5) for

Energy Master Plan toward Carbon Neutral
  - MEM と協議中。（JICA）
- CO_2 emission intensity of domestic power grid: 0.3 kg CO_2/kWh?
  - 数値が大きすぎでは？（JICA）
  - 0.2〜0.1 kg CO_2/kWh では？（EdL）
- Capacity development and training in Japan in March 2024
- カンボジア輸出向け石炭火力
  - 先週カンボジアがキャンセルしたという情報があった。(JICA)
  - そもそも、本件はまだ資金が調達されていない。困難と思う。(EdL)

3. Power Quality Improvement Project through Upgrading Grid Code and Strengthening Its Enforcement System

- Japanese Grant of National Control Center for EdL
  - 外務省と協議中。予算が幅大きいので、JICA から精度向上を依頼されている。2023 年 9 月に外務省に了解を得る方向で進める。（JICA）
- Site visit on Kongken substation in EGAT on 5th June
  - 5th はタイの祭日らしいので、日時は要確認。（JICA）
- Site arrangement for installation of oscilloscopes at Naxaythong, Khoksa-at, and Dongposhi substations by JICA study team
  - 2023 年 5 月 19 日〜6 月に現地調査する予定。（JICA）

4. Power Sector Advisor

- Arrangement of signing for the Minutes of Meetings on TOR of Power Policy Advisor
  - Phase Ⅰが完了。Phase Ⅱを開始予定で、内容を MEM と協議中。（JICA）
  - Invitation of Minister of MEM and Vise Prime Minister to Japan

5. New assistance by JICA for EdL after the project on improvement of EdL management

- Advisor on financial part
- Another issues EdL needs to be supported by JICA
  - PSP（Power Supply Plan：5 カ年供給計画）の策定。（EdL）
  - EdL の事業計画の策定。（EdL）
  - Nam Ngum 1 の浮遊式 PV の次の水力発電への展開：炭素中立にも寄与。（EdL）
  - 中央銀行のデジタル通貨プロジェクトは不明。銀行からのキャッシュレスの支払は自社のアプリでやっているが、改良中（EdL）
  - 最適な需給運用について検討してほしい。（EdL）ソフトと研修を実施する。（JICA）

以上

添付資料 34　MEM 面談_20230605

JICA ラオス GC 面談記録

- 面談先：MEM（DPC、DEPP）
- 日　時：2023 年 6 月 5 日（月）9:30-10:30
- 場　所：MEM（DPC）
- 参加者：
  - [redacted]

【質疑】

- DEPP としては、炭素中立化 MP のみを実施希望で、その他（水力発電の環境影響評価など）は不要。DEPP がカウンターパートとなるのは、炭素中立化 MP のみである。（DEPP）
- 2023.8 末から柴田さんが現地調整員として赴任予定のため、MPI、DPC に協力願いたい（JICA から MEM に柴田さんの CV を提出）。（JICA）
- EDL 経営改善プロジェクトは 2023 年度末で完了。2024 年度からの継続案件実施のために、新申請が必要なので、EDL とも相談して進めたい。（JICA）
- 電力政策アドバイザープロジェクト（Phase Ⅰ）で、2022.10 に本邦招聘を実施しダオボン大臣も参加したが、電力政策アドバイザープロジェクト（Phase Ⅱ）でも 2023.10 に本邦招聘を実施予定のため、Phase Ⅱの TOR の Minutes をできるだけ早く締結したい。（JICA）
- 電力政策アドバイザープロジェクト（Phase Ⅱ）の TOR の Minutes について、今週中に Minutes 案を JICA から DPC に提出するので、内容を確認願いたい。（JICA）
  - 早急に内容を確認する。（DPC）
- 10th NSDP（2025 年～）の策定の支援を希望する。また、統計データベースの整備も支援を希望する。（DPC）
  - 承知した。9th NSDP を提出願いたい。（JICA）
  - ラオ語版しかないが、承知した。（DPC）

以上

添付資料 35　EDL 総裁との打合せ（2023 年 6 月 14 日）

添付資料 35

EDLとの打ち合わせメモ

1. 日時　　2023年6月14日（火）　13:30～15:30（ラオス時間）
2. 場所　　EDL１０階１０．２会議室
3. 参加者（敬称略）

	氏名	担当 / タイトル	所属
1	[redacted]	Managing Director	EDL
2		DMD	EDL
3		DPF.D	EDL
4		Deputy of Unit	EDL
5		Head of Unit	EDL
6		Officer	EDL
7		Officer	EDL
8			EDL-PSPD
9			EDL-O
10			EDL-LAD
11		Division Cheif	ED1-SPO
12			EDL-HR
13			EDL-HR
14		Chief Representative	JICA Laos Office
15		Senior Representative	JICA Laos Office
16		PO	JICA Laos Office
17		Team Leader	JICA Expert Team
18		Team Member	JICA Expert Team
19		Team Member	JICA Expert Team
20		Team Member	JICA Expert Team
21		Team Member	JICA Expert Team
22		Team Member	JICA Expert Team
23		Team Member	JICA Expert Team
24		PO	JICA Expert Team

EDL ―Electricite Du Laos

4. 目的
   - ラオス国電力公社経営マネジメント改善プロジェクトに関する現状の説明と2024年4月以降の次期プロジェクトについてのニーズ確認　など
5. 議事

1)　次期プロジェクトに関するコンサルタントからの提案内容の説明
次期プロジェクトの提案内容について、デロイト木村氏より以下の資料に沿って説明
Project for Improvement of Power Utility Management -Discussion paper for next steps -

2)　＜質疑応答＞
- (EDL)進行中のプロジェクトの状況は？
  (調査団)1.Corporate Strategyの検討についてはVision/Missionの検討やBSC（Balanced SCore Card）の検討を進めており、現行プロジェクト終期である2024年3月までに完了できる見込み。2.Organizationについては Kaizen活動について田島氏が担当しており、これも予定通り終了する見込みである。

- (EDL)次期プロジェクトでどのようにサポートするか知りたい。EDLの作業についてコメントしてくれるか。標準作業手順書(SOP、 Standard Operation Procedure)の策定をサポートしてくれるか。どのレベルを目指してやっているか。
  (調査団)現在のプロジェクトではマネッジメント層において、KPI（重要業績評価指標）を使用した目標設定をしているが、現在、部署(デパートメント)レベルまで、KPIを落とし込む作業を実施中である。
  (EDL)各コンポーネントが完了していない場合には、それを次期プロジェクトでも継続して支援してほしい。まだスライドの各コンポーネントについて成果が見えていないため、現行プロジェクトの成果が見えてきた段階で、次期プロジェクトの支援内容について検討したい。
  (調査団)組織や労務管理の改善が重要なことはもっともであるが、現状の一番の問題は需要予測に基づく投資戦略やタリフ戦略、電力購入戦略や人事戦略が財務的な裏付けのないままバラバラに検討されている点が問題であると考えており、中長期の財務事業計画を策定することを通じて、各事業戦略のバランスを検討することが何より大事であると考えている。こういった中長期の財務事業戦略の策定を通じで個別の事業戦略の数値目標を設定することで、各事業戦略の意思決定が的確に行えるようになると考えている。
  (EDL)仰る通りであり、その重要性や優先度について理解した。

- (EDL)ファイナンシャルモデルの進捗状況は、これまでどの程度完了しているか。
  (調査団)現状はモデルのひな形を作成し、これをEDL側で検討して頂き、モデルの初期仕様が概ね固まったところ。現状、インプットのためのデータ収集をEDL側で進めて頂いているところであるが、多様なデータを集める必要があるため初期モデルの作成までにはまだ時間がかかる見込み。現行PJの終期である2024年3月までには初期モデル（基本的な財務事業計画）の作成及び確認を完了させたいと考えている。
  (EDL)財務モデルについてはこれまで世銀等から非常に複雑なモデルが提供されたが、計算方法がブラックボックス化しており、誰も使えない状況が続いている。EDLが理解できるような使いやすいモデルにしてほしい。
  (調査団)過去のモデルが利用されていない点は理解しているため、将来EDLが自身でモデルを活用できるように、できるだけシンプルな構造にする方向で現状進めている。
- (JICA)EDLの将来のため、どの方向でアシストすべきか。EDLに良いオプションを提供したい。
  (EDL)ラオスの政府はEDLの改革が難しいというのは知っていると思う。私（MD）はEDLの業務システムがよくないため、外部監査機関の承認を得るのに長期間を有しており、これを解決するにはこれまでの業務や体制などを一度リセットするしか方法はないと考えている。そのため、新体制の計画を政府に提出する予定がある。その作業も調査団にサポートしてほしい。
  一つのアイデアとして収益を上げられる会社として配電事業を切り離して新しい会社（例えばEDL-D）を作り今後の事業はそのEDL-Dにて行う一方、既存のEDLは既存債務の整理や不良資産の処分などの事業整理に特化するという案を昨年政府関係者に説明したが、あまり理解を得られなかった。現状の借入債務の多くはMOF経由であり、固定資産もほとんど担保に入っていないため、固定資産のみを移管することも可能であると考えている。
- (EDL)Power Supply Plan（2050）について調査団のコメントが欲しい。
  (調査団)チェックしている。BOT返還後の輸出専用IPPをすべて国内に見込むPlanになっているが、一部は残したほうがよいかもしれない。後ほどコメントする。

3) EDLの状況の説明と要望

＜要点＞

- Profitを政府にもたらすようEDLとして取り組むべきことは数多くあり、その中には、Organization Chainも含まれる。
- 現在のEDLでは作業が効率的に進んでいない状況である。作業手順が明確になっておらず、給料も低い。スタッフのモチベーションを高める方法や作業の効率化、コスト削減、キ

ャパビルの方法について知りたい。

- EDLの財務における大きな課題は債務と会計システムの問題である。会計について問題点を例示すると、一つは2018年頃に会計システムを変更した際にデータ移行がうまくいかず、固定資産の明細などの明細情報が取れなくなったことである。これを元のエビデンスから拾いなおすと数十年かかる見込みであり、会計の基礎的なデータが無い状況である。また、PPA契約に関する会計処理の問題があり、実際に利用した電力量をベースに会計処理を行うのか、あるいは契約上固定的に定められている電力量をベースにするのか、監査人との間で意見が合わないこと等も挙げられる。こういった様々な問題により、現状では監査意見を出せる監査法人がいない状況である。
- 調査団には各部署の手続き（SOP）を確認してもらいたい。
- 調査団にはEDLの作業手順を詳しく調査し、改善策を提案してもらいたい
- 調査団がEDLに対して提案した内容をラオスの政府関係者にも推薦して欲しい。EDLは政府からの政策サポートが必要であり、それについてJICAのサポートが重要であると思う。EDLのtransformation planにはセカンドオピニオンを必要とする。
- EDLは電力供給計画（2023～2050）を政府に提出し、ラオスの電力需要のデータを共有する。大規模なIPPがEGATに電力を輸出しており、EDLの電力が不足する場合に供給されていないことはエネルギーセキュリティの問題であると思う。これを政府に知らせる。
- 雨季入りが遅かったため、今年の国内の水力発電所の貯水量が不十分で国内の電力供給には他国からの電力輸入する事態が生じた。この問題は2026年までに解決されると想像している。
- 水力が主な電源となっているため、雨季は供給力が十分であり、乾季は供給力が不足する。よって、雨季と乾季のエネルギーのバランスとPPAの季節別購入単価や電気料金の設定方法についても詳しく知りたい。
- 発電指令を最適化するためEMS(Energy Management System)およびNCC(National Control Center)が必要と考えている。

以上

添付資料 36　管理職とは何か（その 2)」とコミュニケーションスキル研修資料

Feb. 7, 2023

Getting subordinates to achieve their goals
– 12 Principles , Part 2 –

12 Principles for Section Manager (1)
-Developing the Organization-

1. Always think about the development of departments and divisions
   - Have a wide field of view
2. Set high goals
   - Enhance your fighting spirit
3. Clearly communicate your thoughts and dreams to your superiors and team members
   - Improvement of persuasiveness and expressiveness
4. Understand all the work in the division
   - to be particular about the details
5. Use what is right as a criterion
   - Be able to logically explain why you made that decision

12 Principles for Section Manager (2)
- Getting team members to Achieve Goals -

6. Maximize your team's power
   - Align vectors
7. Take the lead
   - Have a fighting spirit
8. Focus on negotiations with business partners and other departments within the company
   - Putting the customer first
9. Always keep an eye on your team members
   - Enhance relationships of trust with team members
10. Praise and scold your team members
    - Accelerate the growth of your team members

12 Principles for Section Manager (3)
-Developing Your Own Abilities-

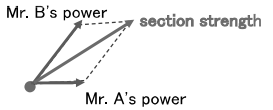
11. Excellent expertise in a specific field
    - Heighten your curiosity
12. Don't forget to reflect on yourself
    - Excellent expertise in a specific field

Getting team members to
Achieve Goals

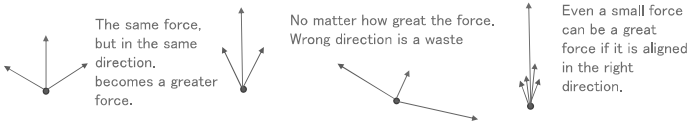
6. Maximize your team's power

The most important role of the section manager is to direct the power of the members in the direction they want to go. Since the direction of the vector is determined by each member's way of thinking, how to align the members' ways of thinking is where his or her leadership skills as a section manager come into play.

◆ Align the vectors
- Magnitude of power
- Direction of powers



◆ Aligning the direction of powers toward what they should be
- The same power becomes a greater power when the direction of the power is aligned.



6-1. Vector alignment depends on leadership.

◆The first step in aligning direction is to clearly state in words the goal to be attained.
- Without a clear goal, each member will have a different image.

◆Once the goal is clear, all that is needed is enthusiasm and empathy.
- Team vectors will not align on their own without any action.

◆Always observe the vectors of your subordinates and make them move in the right direction
- Observe the daily situation → don't miss the slightest change
- As human beings, our behavior is greatly influenced by our mind, consciousness, and environment.

◆It takes a certain amount of time to match vectors.
- It is important to build a relationship of trust with subordinates.
- Deepening communication leads to a relationship of trust.

6-2. Maximize the power of your team

◆Three Execution

1. Always pay attention to whether the vectors are aligned.
   - To align the vectors, it is necessary to have a face-to-face discussion.
   - If there is a difference of opinion, or if it is unacceptable, then
     - Consider transferring to another company.
2. It is important to have a high goal orientation, not to compromise and align vectors.
   - Compromise is to align vectors at a low level.
   - Team strength lies in the ability to align vectors toward difficult goals.
     - The section manager must align the members' vectors to a high goal.
3. Section goals must be consistent with the goals of the department and the company.
   - The section manager is a member of the department. If the vector of the section is different from the direction the department is aiming for, the vectors are not aligned at the department level.
     - A strong company is created when the department's vector is aligned with the company's vector and the section's vector is also aligned with the company's vector.

7. Taking the lead

Humans are conservative creatures and inherently do not like change. Furthermore, they are creatures of habit. Changing the way we work requires a great deal of energy. To change, we need to have the courage to personally lead the field and be willing to involve everyone in the process.

◆The key for front-line leaders is a "fighting spirit"
- Act with a fighting spirit of "I'll get it done," and have the courage to take action.

◆Take the initiative within the team to earn the trust and respect of the members.
- The section chief decides how to lead the front line.
- The front-line commander wins trust by taking the initiative himself.

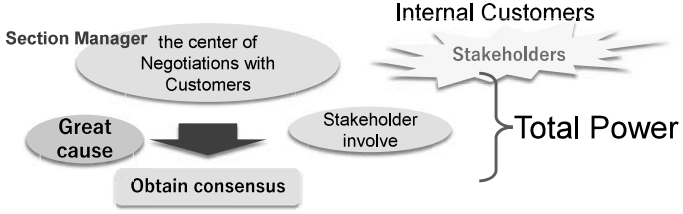
◆Knowledge of how to take the lead
- Act with a clear sense of purpose to "achieve the section's goals
- Motivate everyone's fighting spirit to achieve the goal
- Lead subordinates with courage

8. Act as a focal point for negotiations

The section manager is at the center of internal and external negotiations. It is necessary to have the attitude and will to always put the customer first. It is important not to lose sight of the purpose of negotiations and to find a fair profit-sharing plan based on a good cause.

◆Thorough implementation of the customer-first principle

●Who are your customers? ⇒ External customers
Internal Customers



- Everyone involved is happy
- Fair distribution of profits

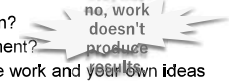
(Ref) Voice of Customers(VoC)

◆How to understand VoC
- Voice of Customer: Customers speak different words in different situations.
  - Who are the customers? ⇒There are customers within the company as well.
  - Under what circumstances?
  - What did they see and in what situations did they speak?
- VoC can be collected by everyone (as a factory)
  - What do other processes and related departments think about your process?
  - Witnesses, tours, audits, etc. Opportunities to hear directly from customers are valuable.
  - Do you share the customer's voice with related parties?

◆Extract the most important quality matters (CTQ) based on VoC
- What is the most important quality (not only so-called quality) for the customer?
  - PQCDS What do you consider most important?

9. Always keep an eye on your subordinates

◆Ensure that subordinates agree with you and act accordingly
- The section manager needs to make an effort to "win the heart" of each of his/her subordinates
  - Does the subordinate agree with your opinion?
  - Are they taking action based on their agreement?



- Communicate the purpose and significance of the work and your own ideas
  - Make sure that the subordinate is convinced, until he or she agrees with you.
- Do not leave the work to the subordinate, but always follow up to see if the subordinate is working with conviction.

◆Help subordinates
- Watch the subordinate's movements carefully.
  - If you don't feel comfortable, there will be a lot of unnecessary or unreasonable movement.
- Watch your subordinates with a desire to help them.
  - A distrustful subordinate will not come to you for help.

◆Take care of them, not "coddle them."
- Determine the limitations of subordinates and challenge them accordingly

10. Praise and scold subordinates

◆Scolding (paying attention) for subordinates' growth
- Praise and nurture" => Praise 1/3 and scold(pay attention) 2/3.
- By scolding, identify flaws and create opportunities to correct them.

◆First-class players have no faults.
- It is an important role of the section manager to correct the defects of subordinates

◆Scold in a way that makes it stick with you
- Make it personal: Immediately, in front of everyone, and over time.
- Repeat "why" and get to the point where there is no way to respond
- Follow-up is necessary for resurfacing

◆Teach new hires "hands-on".
- The speed at which new employees rise to the top reflects the ability of the organization and employees you are mentoring

Scold is different from get angry

Get angry	Scold
Emotional	Rational
For oneself	For the other party
Focus on the past	Focus on the future
Anger and Momentum	With love and courage
As I like to say	To be understood by the other party
Let your emotions get the better of you	Through trial and error
critical of the other party	Positive toward the other party

Communication

—Communicate your thoughts and dreams—

JICA team
Atsushi Kamata

Purpose of Communication

Communication Definition

Behavior in which one conveys one's intentions and feelings to the other person through words or other means and expects a response or result from the other person.

Influencing ability = the ability to move those around you in the direction you want them to go.
communicate ability = the ability to organically move an organization.

Requirements

1. Have an intention or feeling (purpose) to convey.
2. The sender and the receiver are present.

Objectives

- Reporting & Communication
- Description
- problem-solving
- Instructions and orders
- Consultation and Counseling
- Greetings and Conversations
- Advice and sermons

即座に
こまめに
必要な連絡先
全部に！

Shared values, behaviors, and thoughts between the communicator and receiver, and a relationship of trust are essential.

Communication as a manager



(1) Listening — Actively listen to what the other person has to say

(2) Persuade — Three Ways to Persuade
- psychological persuasion
- logical persuasion
- intimidating persuasion

(3) Sympathize — The first step is to say "yes" 100% of the time to the other person's opinion.
The first step in understanding the other party's mind (the essence of the request)

(4)Discussion — Look for the "sameness" of the other party.
It is essential to "create the playing field" by freely developing each other's opinions.

(5) Evaluate — Have evaluation criteria and evaluate fairly, impartially, and truthfully

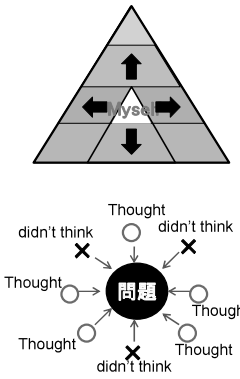
There are different types of persuasion

1. threatening help・・・ threat
2. profit-motivated persuasion・・・ Try to catch them with bait.
3. emotional persuasion ・・・ sob story
4. logical persuasion・・・ corner someone using logic
5. psychological persuasion・・・ real persuasion

(1) First, fully listen to the other party's argument.
(2) Then we'll talk about what we'd like you to do for us, in that order.
(3) But this is an eighth, and the rest appeals to his own initiative.

Respect the person's self-respect!

Managers should not be shy



To be persuasive to high-level executives and to make things happen the way you want them to happen, you need to know how to make decisions.

Case I The way to reject every proposal once it has been proposed.

correspondence — Change hands again and again, and thoroughly and attack in waves.

Case II The way they ask very detailed questions in the "Detail Method."

correspondence — It is essential to assume in advance and thoroughly consider every detail.

Persuasion is a battle of judgment spans. When you consider more extensively than your opponent thinks they trust you.

2. Ability to communicate information to convey one's thoughts

3 Qualities

(1) Enthusiasm ・・・ A burning spirit, a leader's motivation
➡ ***Lively workplace***

(2) Sincerity ・・・ "Do what you say," always do what you want
➡ ***Carrying out one's words***

(3) Ingenuity ・・・ Positive attitude to break out of ruts; remaining conservative and complacent is a path to extinction
➡ ***Creativity***

Five Teaching Tips

1. Be aware of your influence
2. Teach at the eye level of subordinates (depending on their level)
3. Be specific and easy to understand what you want to teach, and convince them of why you are doing what you are doing.
4. don't get angry! Teach! With a consistent philosophy of scolding and praising
5. thorough repetitive training in skill development.

reskilling

4 levels of skill assessment



If you teach me how to do it. I can.



I can do it while looking at the manual.



I can do it completely.



I can teach others.

Creating trust through rules

Rules are a media function that conveys a message from the leader to the members.

Rules provide steering direction

Role / Evaluation / Reward / Training / Employment / Recruitment / Change of life / etc…

present

- Complexity Reduction
- Mechanism-based

enlargement

THeme

- Clarification
- Clarification
- Structure



(1) Excessive rule setting increases complexity and reduces efficiency

(2) .(2) The key to success is to leave the minimum amount of 'ambiguity' necessary.

There is a reason for the silence of subordinates.

1. When a leader dutifully preaches or admonishes

I didn't come here for a sermon.



2. The leader made a series of cheap shots, saying, 'I'll take care of it.

If my boss does it himself, I don't have to think about it.



3. state that the subordinate himself is thinking about what to say.

Do not insert comforting words from the side.



Failure to communicate is the responsibility of the communicator.

◆Business is people to people ➡Communication

◆The Power to Communicate to Others
➡Communication Technology

① Tell the other party what you want them to do
② Make sure the other party understands what you want them to do
③ The other party carries out what you want them to do.

The other person "got the message."

◆ Sender's responsibility to communicate to the other party
- It's worse if you don't understand.
- You know this much.

Simple language that anyone can understand
Communicate repeatedly

発信者の怠慢

5 points to make sure the other party understands correctly

◆Pitfalls of the IT Age
- Email is used for one-way communication
  - It is uncertain when the recipient will open the mailThere is no guarantee that they will read it even if you send it
- Use two-way communication together
  ➡Wordly communication

確実は伝えていない

◆Points to ensure that the other party is informed.

① Keep sentences as short and concise as possible.
② Use plain language, avoiding industry jargon and cloak-and-dagger terms that only a few people know.
③ Make the conclusion clear at the beginning and explain the reasons later.
④ Paraphrase or supplement with metaphors that are familiar to everyone.
⑤ Speak slowly rather than quickly.

Devise a "way of communicating."

◆Not creating emotional distance with subordinates
- Commanding tone, superior attitude

◆The other person will not listen to you.

sentimental opposition

A situation arises where you need a subordinate to prepare a document by tomorrow.

What would you say?

be a good listener

◆Tips on how to be a good listener

back-channeling

Become a better listener just by being aware of how to back-channel.

◆Humans are by nature animals that like to talk about themselves endlessly

- If you have someone to talk to who is willing to phase you, you can expand the conversation.
- They naturally open up to you.

Five variations of back-channeling

1. Simple back-channeling
2. Back Tracking
3. Summary
4. Reasoning about the other person's feelings
5. Communicate your feelings

Using different variations of the mallet creates a rhythm in the speaker's voice
Draws the speaker out more smoothly
The conversation becomes more dynamic and expansive.

1. Simple back-channeling

◆Basic form of back-channeling

- Most versatile
- “I see”,”Right”,”really?”,”Exactly”,”I thnk so too.”,”Me too.”,”Is that so?”,”Indeed”,”Absolutely”
- Maintains the speaker's rhythm and propulsion of speech

◆4 methods of simple back-channeling

① Vary the words that are used as a back-channeling.
② Harmonize with one‘s inflection.
③ Be aware of nodding when you give a back-channeling.
④ The eyes cannot belie one's true thoughts

2. Back Tracking

◆Parrot back what the other person says.

- It's getting warmer, isn't it?" ➡ "Sure, it's gotten warmer lately.“
- 自分のIt creates a sense of security that you really understand what you're talking about.
  - A sense of security that comes from the unconscious ➡ You become comfortable without even realizing it.

◆Four key points for backtracking

① Timing
② Short sentence
③ Kye words
④ Tone

◆ Notes on backtracking

- Overuse leads to distrust
- No need for your own interpretation ➡ Keep it simple (return the other person's story as it is)

3. Summary

◆With a good listener, the speaker speaks without being able to organize his/her mind

- The listener organizes the speaker's conversation ➡ Smoother flow
- By summarizing, the more the other party talks, the more he or she is able to organize his or her thoughts.

◆Summary Tips

- Listen with the mindset of "How would you sum up the other person's story in a few words?"
- "You mean...?" "I think the time is ripe, don't you?“
- Do this at key points.

4. Reasoning about the other person's feelings

◆Infer the emotions of the other person when you are ministering to them

- Match the other person's joy, anger, sadness, or happiness with your own.
- "Listening to you, I can feel the joy in your voice.
- You look very sad.

◆Close the psychological distance between you and the other person by matching your affaires to the other person's emotions

- A good listener listens close to the other person's heart.

5. Communicate your feelings

◆A good listener shows the other person how he or she feels about what he or she is hearing through the use of a mallet.

- A good listener puts the speaker at ease.
- The speaker can reassure the listener by saying, "I'm glad to hear that story," "I'm glad it's about me," "Listening to that story makes me happy, too," etc.
- The fact that the speaker's story influences the listener's feelings

➡The speaker feels a sense of oneness with the listener.

➡The speaker shows deeper interest in the listener.

◆Fostering a sense of unity of feeling naturally creates a sense of trust.

添付資料 37　メンター・コミュニケーションスキル研修資料

添付資料 37

Mentor Training

Understanding Mentor system
Communication skill

June 1, 2023
JICA team： A. KAMATA

Understanding Mentor System

Background of Mentor system
What's Mentor system
Outline of Mentor system
Implementation of mentoring
Post-mentoring review

Background of Mentor system

◆**When employees first join a company**, they tend to feel anxious and lonely as they are unfamiliar with the work environment and human relations.

◆As the number of young employees increases, opportunities for self-improvement are becoming scarce.

◆In normal business operations, work is done in a directives/orders/execution relationship, which tends to lead to a closed relationship within a single organization.

◆Young employees who leave the company after about three years of employment cite insufficient understanding of the company and the inability to build trusting relationships with others as the reason for their departure.

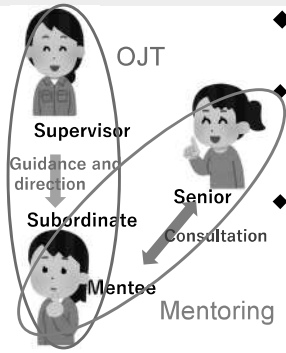
What's Mentor system

◆Objective
- Early response to company life, elimination of anxiety
- Revitalization of the organization
- Preventing young employees from leaving the company
- Mentor's own growth

◆Effectiveness
- Building of human relations
- Promotion of understanding and sharing of organizational culture and fostering a new culture
- To pass on experience and knowledge possessed by employees
- To support employees' career development
- Support for solving problems that individuals have in the workplace

Differences from OJT

Often confused with the mentoring system is the on-the-job training (OJT) system. The mentoring system and the OJT system are similar in that a senior employee provides guidance and advice to a junior employee.



◆ In the mentor system, senior employees in a different unit, basically give advice to the junior employee.

◆The mentor system differs significantly in that the mentor may give advice on personal career development, problem solving, and other issues that have been pointed out.

◆The mentor-mentee relationship is diagonal across units, making it easy to generate casual chats and flat consultations, and allows the mentor to remain an advisor as an organizational member of the same company.

Benefits of the Mentoring System

Benefits of Mentor

◆By visualizing their own work history, skills, and experience, and providing their inventory as it is, they can gain confidence in their experience and increase their motivation.

❶Gives mentors an opportunity to think about their own career development.

❷Mentors can aim to improve their own skills.

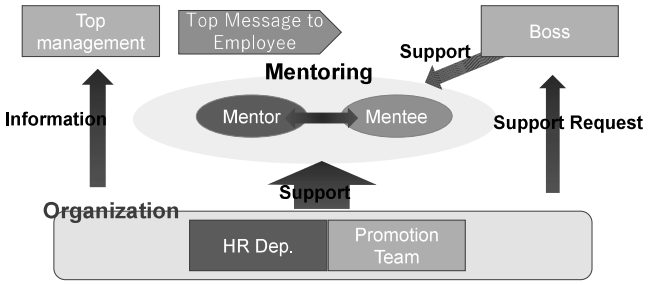
Benefits of Mentee

◆By being able to discuss various concerns with a mentor, including those that are difficult to discuss with your immediate superior, you will have the opportunity to take a longer-term view of your career. It is also possible to get hints on how to solve the problems you are facing.

❶ Can bridge the gap between expectations and reality and provide an opportunity for growth.

❷Can explore diverse ways of working through mentors

Overview of the Mentoring System　Organization



Operation rules

Item	Rule
Duty of confidentiality	
Inquiry counter	
Time of mentoring	
Mentoring period	
Frequency and duration of interviews	
How to Contact	
What we discus	
Post-interview follow-up	
Duration of mentoring	

How Mentoring is Implemented

Three stages should be considered in mentoring.

◆Initial Stage
- To confirm the purpose and goals of the mentoring program and to understand each other.

→introducing, setting goals, challenges of company, views on life and work

◆Deepening Stage
- activities and support are provided to help the mentee achieve the goals that have been set.

→personal development, career development, networking, work-life balance, management policies and strategies.

◆Terminated Stage
- The mentee can reflect on the practical content of the mentoring and apply it to future autonomous activities.

→the mentee's long-term career development, how to cope with life events, suggestions for the company.

Initial Stage

In the initial stages, it is assumed that key information such as the purpose and objectives of the mentoring program are first shared so that there are no misunderstandings.

◆The mentors discuss
- what they want to talk about,
- what they want to become,
- their expectations of each other.

◆We also review
- each other's work
- workplace
- any concerns
- other concerns that may be raised at work.

Deepening Stage

They learn about each other, how to communicate with each other, and how to interact effectively (the mentor knows how to provide guidance and support, and the mentee knows how to receive guidance and support).

◆We will have an opportunity to look back and discuss
- How well the goals we originally set have been met,
- Whether there are any concerns or new requests.

◆This is also the time to adjust the course of your involvement.

◆They may begin to feel uncomfortable or question the mentoring.
- It is important to remember what was discussed in the initial stages and to intentionally create opportunities for communicating.

Terminated Stage

Typically, the mentoring relationship has a fixed term, such as one year, at which time the relationship is terminated.

◆ A review of the activities will be conducted at that time.
- To what extent were the goals achieved?
- Were you able to engage in a supportive relationship?

◆Occasional problematic situations at this stage
- The mentor acts like the mentee's supervisor
- The mentee is unable to leave the mentor and continues to communicate closely with the mentor in preference to the direct supervisor.

The Mentoring System Promotion section will be involved in the improvement

Mentoring Sheet (Example of Entry)

Interview Worksheet

Mentering Number : 15

No.3 1 / June /2023	Mt'g Room Room. 001	13 :00 - 13:30	Mentee:	Mentor:
Aims and Objectives. (Goals and Objectives of the Interviews)	Envisioning my future Develop a vision of the future 10 years from now and make a list of skills, knowledge, etc. to be acquired in order to achieve this vision.			
Progress and practices since last time(to be completed in advance by mentee)	Several future visions were drawn and written.			
What I would like to discuss this time(to be completed in advance by mentee)	For each future vision, discuss with the mentor the future vision that can be developed in the EDL.			
What did you notice in this interview? (To be filled out by both entermentees)	(Mentor)			
	(Mentee) We shared that one of the mentee's future visions is likely not to be realized in the current EDL career development program.			
Tasks for next time. Goal: Action plan	List specific actions for a feasible future vision.			
Next Scheduled Date of Implementation	15, June 2023 13:00-13:30			

Review

- ◆The Secretariat will set up opportunities for reflection in the implementation of mentoring.
  - ➢ Feedback from mentors and mentees
  - ➢ Interviews and questionnaires
  - ➢ Overall satisfaction
  - ➢ Impact and effectiveness on work efforts and career development
  - ➢ Impressions of mentoring and their own perceptions
  - ➢ Opinions and improvements on the mentoring system and the promotion department
- ◆Holding a joint debriefing session
  - ➢ Hold a joint debriefing session with both mentors and mentees.
  - ➢ By sharing the mentoring experience with everyone, new insights can be gained and the degree of achievement of the goals initially set can be confirmed.

Communication
—Mentor Training—

JICA team
Atsushi Kamata

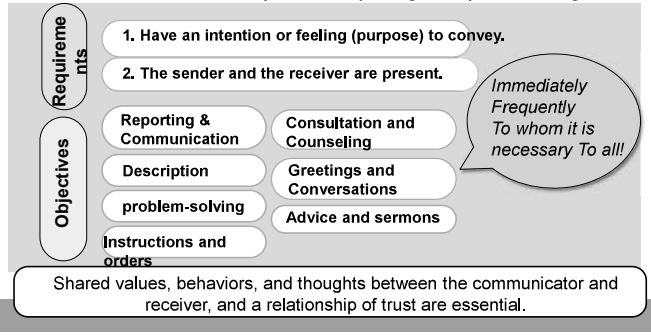
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◆The Power to Communicate to Others
➡Communication Technology

① Tell the other party what you want them to do
② Make sure the other party understands what you want them to do
③ The other party carries out what you want them to do.

The other person "got the message."

◆ Sender's responsibility to communicate to the other party
- It's worse if you don't understand.
- You know this much.

Neglect of the sender

Simple language that anyone can understand
Communicate repeatedly

5 points to make sure the other party understands correctly

◆Pitfalls of the IT Age
- Email is used for one-way communication
  - It is uncertain when the recipient will open the mailThere is no guarantee that they will read it even if you send it
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Didn't tell them for sure

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◆Tips on how to be a good listener

back-channeling

Become a better listener just by being aware of how to back-channel.

◆Humans are by nature animals that like to talk about themselves endlessly

- If you have someone to talk to who is willing to phase you, you can expand the conversation.
- They naturally open up to you.

Five variations of back-channeling(give responses)

1. Simple back-channeling
2. Back Tracking
3. Summary
4. Reasoning about the other person's feelings
5. Communicate your feelings

Using different variations of back-channeling creates a rhythm in the speaker's voice.
Draws the speaker out more smoothly
The conversation becomes more dynamic and expansive.

1. Simple back-channeling

◆Basic form of back-channeling

- Most versatile
- “I see”,”Right”,”really?”,”Exactly”,”I thnk so too.”,”Me too.”,”Is that so?”,”Indeed”,”Absolutely”
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◆4 methods of simple back-channeling

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② Harmonize with one‘s inflection.
③ Be aware of nodding when you give a back-channeling.
④ The eyes cannot belie one's true thoughts

2. Back Tracking

◆Parrot back what the other person says.

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- It creates a sense of security that the leader really understands what the other person is talking about.
  - A sense of security that comes from the unconscious ➡ The other person become comfortable without even realizing it.

◆Four key points for backtracking

① Timing
② Short sentence
③ Kye words
④ Tone

◆ Notes on backtracking

- Overuse leads to distrust
- No need for your own interpretation ➡ Keep it simple (return the other person's story as it is)

3. Summary

◆With a good listener, the speaker speaks without being able to organize his/her mind

- The listener organizes the speaker's conversation ➡ Smoother flow
- By summarizing, the more the other party talks, the more he or she is able to organize his or her thoughts.

◆Summary Tips

- Listen with the mindset of "How would you sum up the other person's story in a few words?"
- "You mean...?" "I think the time is ripe, don't you?“
- Do this at key points.

4. Reasoning about the other person's feelings

◆Infer the emotions of the other person when you are ministering to them

- Match the other person's joy, anger, sadness, or happiness with your own.
- "Listening to you, I can feel the joy in your voice.
- You look very sad.

◆Close the psychological distance between you and the other person by matching your affaires to the other person's emotions

- A good listener listens close to the other person's heart.

5. Communicate your feelings

◆A good listener shows the other person how he or she feels about what he or she is hearing through the use of a back channeling

- A good listener puts the speaker at ease.
- The speaker can reassure the listener by saying, "I'm glad to hear that story," "I'm glad it's about me," "Listening to that story makes me happy, too," etc.
- The fact that the speaker's story influences the listener's feelings

➡The speaker feels a sense of oneness with the listener.

➡The speaker shows deeper interest in the listener.

◆Fostering a sense of unity of feeling naturally creates a sense of trust.

添付資料 38　HRM&D Overview

添付資料 38

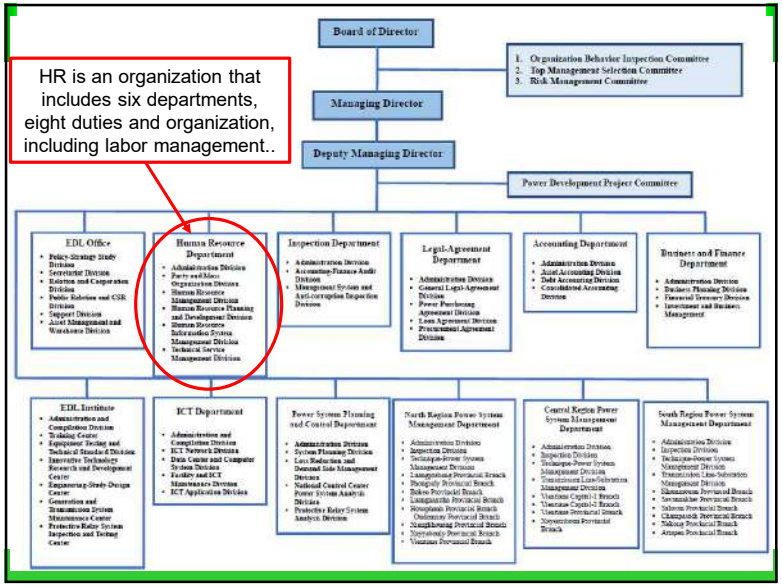
HRM&D Overview

How EDL's Human Resources Department should be organized

Structure
Functions
Challenges

May 2023

1



2

Human Resource Management

Personnel Management

・Recruitment
・Human Resource Development
・Evaluation of human resources
・Personnel Planning

Strategic Operations

Talent Management

Management activities of HR necessary to achieve the company's business strategies and goals

Motivation
Appropriate placement
Provide an environment for career advancement
Clarification of future vision

Personnel Department

Labor Management

・Attendance management and payroll calculation
・Social Insurance Procedures
・Entrance and exit procedures
・Preparation of work rules
・Maintenance of welfare benefits
・Occupational health and safety

Routine tasks

General Affairs

3

Human Resources Management Flow

Recruitment & Employment	Recruitment Plan/Job Type Contract/ Initial Training
assignment (of a person to somewhere).	Assigned to the job type employment contract
OJT	Pairing/Mentor/
Off-JT	Training
Personnel Evaluation	Job description/Evaluation Procedures/KPI/BSC
Raising of status	CDP/Career Path/Change in employment contract/
Transfer	Recommendation/Talent pool/Rotation/Contract changer
Promotion	Publicly solicited/recommended
Resignation	Retirement/Suggested

4

Role of the HR Department

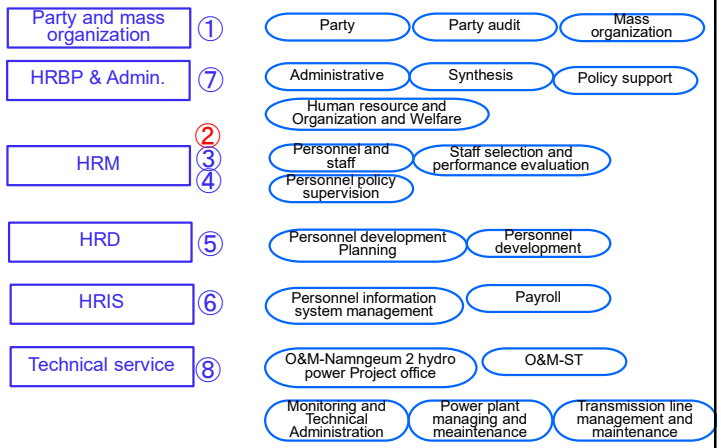
Article 3 Duties

❶Party work
❷HR Planning and Strategy
❸HR Policy and Procedure
❹HRM Recruitment and selection
❺HRD book development work
❻HRIS personnel management system
❼Personnel and administrative support work of HR BP & Admin.
❽Technical Services

5

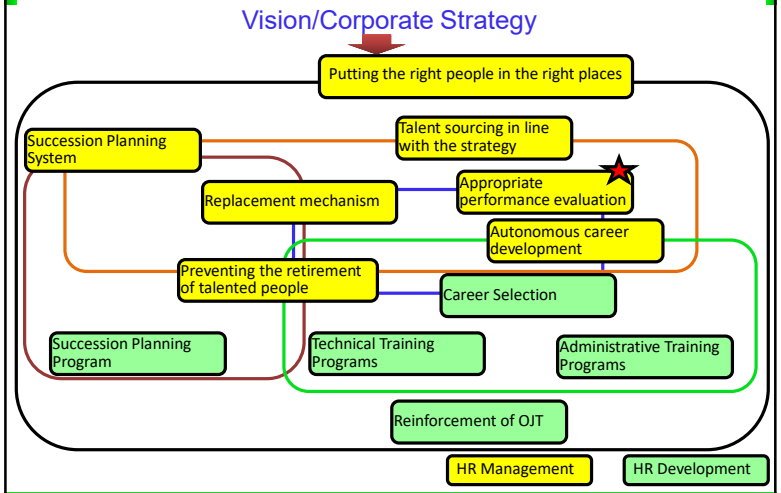
Organization of HR Department

HR Dep. has 6 divisions.



6

Overall view of HRM&D from the function of the HR department



7

Functions and responsibility map of the HR Dep.

Function	Party & Mass org.	HRBP & Admin.	HRM	HRD	HRIS	Technical services
Putting the right people in the right places	○	○	◎	○	○	○
Succession Planning System		○	○	◎		
Replacement mechanism	○	◎	○			
Preventing the retirement of talented people		◎	○			
Talent sourcing in line with the strategy		○	◎	○	○	
Appropriate performance evaluation			◎		○	
Autonomous career development		○	○	◎	○	
General services related to the service department						◎

8

Issues to be considered

- No specific description of succession planning is allowed.
  - The department in charge is not described.
- The replacement mechanism is unclear.
  - Functions related to retirement and retirement recommendations are missing.
- There is no description regarding the management of retention of talented personnel.
  - Also related to talent management.
- It is necessary to be aware of core competence management in terms of human resources.
  - Competence is often lost with people.

9

添付資料 39　NEW_CONCEPT_KPIS__procedure_23032023_Eng

添付資料 39

Lao People's Democratic Republic

Peace, independen  **cy, unity, prosperity**

EDL
HRD
HRMD

No...../EDL

Vientiane City, date.....

Proposal

To : EDL Managing Director

About : I would like to propose the implementation of performance evaluation tasks (KPIs) according to the principles and evaluation methods that have been improved.

Based on the results of the implementation of the performance evaluation system of EDL in the past

-According to the guidelines and the results of the meeting to improve the work to be clear that can be measured with the work and the easy and efficient method.

- According to consultation within Departments, the board of responsibility and the personnel consultant

Human Resource Managment Division, EDL Human Resource Department would like to consider it an honor to propose the implementation of KPIs according to the principles and guidelines of evaluation that have been adjusted as follows:

1. All parties must complete the job description and division of responsibilities before the evaluation.

2. All Departments to create an action plan every month and quarter to carry out the work of the battle plan,

Assignments and tasks according to roles and responsibilities in determining job positions by defining the KPIs (Goal) of that work to be unified and completed and approved before the evaluation

3. Determination of indicators of assessment (Work performance) every month for only 3 groups of work and assessment (Competency) namely:

3.1 Evaluation (Work performance)

1) The progress of the personal plan in the month.

2) Tasks assigned from the top management.

3) The main role of the departments

3.2 Competency

1) Assessment of ability and behavior is only taken from going-coming, entering-exit the office: In one month, being late but early exit the office for an average of more than 03 days will cut the score in this section. 100%, 5% per day according to the Check in EDL system.

2) In other parts, it will be re-evaluated in 01 year/02 times (round of 06 months, evaluated 01 times in 180 degrees or 360 degrees)

In order to collect information on the construction of detailed staff, there will be improvement indicators and separate evaluations.

4. Determine the proportion of grading (Work performance) to set 85% of timing in-out the office and working as a team set 15%.

5. Work performance

	The percentage of weighted scores in each area below the division level	according to the target/month	Remark
1	(W-PM) according to the target/month	20	If the employee does not reach the 3 groups of these tasks, he will be assigned to the group of tasks that he received to get 85% as well.
2	(W-PM) Tasks assigned from the upper management	30	
3	(W-PM) The main role of the Department (JD)	35	
4	(CPT) Behavior (late-to-early menses)	15	
	Total:	100%	

6. Determining the level and number of evaluation results of employees in various departments in order to limit and select the quality of work. Therefore, the average standard ceiling should be determined as follows:

Grade A not exceeding 5%, B not exceeding 30%, C not exceeding 50%, D not limited, F not limited,

- If the target in the specified category is exceeded, there will be a reason and performance to be verified to the higher-level commissioner, if the target is not exceeded in the specified ratio, it is considered automatic (Auto) in passing the performance evaluation.

7. Determining performance and budget criteria

GRADE	A(5)	B(4)	C(3)	D(2)	F(1)
SCORE	90-100	75-89	60-74	30-59	Lower than 30
MEANING Divide the budget	Accomplished exceeding high goals 100%	Completed over the target. 85%	Complete the target. 70%	Not complete the target (not passing the threshold) 0	Not accomplishing many goals. 0

8. The definition of the success of the indicators is based on the actual work that can be achieved according to the plan and the set goals which include 5 different levels as follows:

Level 1: Not completed according to the target and not implemented

Level 2: Not completed according to the target and delayed according to the plan, the set time or there are defects, lack of quality, accuracy, the amount of the set quantity.

Level 3: To achieve the goal before the deadline or with accuracy and according to the amount determined.

Level 4: To achieve beyond the target before the deadline and beyond the efficiency and other set

Level 5: To be able to achieve beyond the goal, ahead of schedule, beyond efficiency, etc. as well as be a lesson in passing on knowledge to others.

9. For the approval, inspection and evaluation of the overall goals of each Department, it must be passed through the committee, managing director or deputy managing directors who supervises inspection and approval.

10. For programs with the following steps

1). It is a Web Application system that can assign work, report, evaluate and conclude work via mobile

2). The system will be linked to work assignments in the E-Office system

3). Handing over the work through the work handover agreement document and words can be recorded in the system, which is:

- The main role of the department (JD) is for each person to enter the system once per quarter
- The goal plan work is shared for each person to enter into the system once a quarter
- Tasks assigned from the top level to guide each person assigned to be included in the system at all times according to the assignment at that time and can record documents and evidence.

4) Setting goals together with the manager through the system when the chief assigns work can be selected

The goals and indicators of the work to be realistically determined by the system can be determined

5) Job reporting each time, employees can report the results of completion in the system every time it is completed and report the results of the latest assignment, where it is still pending and when it has been completed.

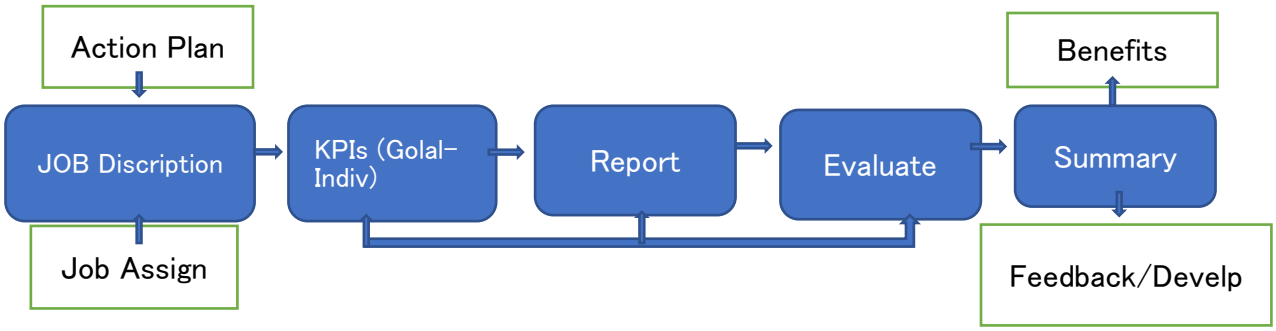
Percentage (%) by the system will have Timeline Report and link to E-Office.

6) The assessment of the chief and the operator of all assessment lines. The members who passed the assignment to complete the work within one day. The actual time spent in the assessment does not exceed 30 minutes.

- The chief assessor accounts for 80%. The chief assessor can evaluate the work every time.
- Self-assessment employees account for 20% of the self-assessment time to comment in the Self-Assessment form (the self-assessment staff will be able to build trust and confidence in the system and performance of the evaluator, but the proportion of the score is low)
- The Managing Dirctor will be the final evaluator of the overall performance of the Departments and the Directors of the departments.
- The final evaluation by the Managing director has an effect on the policy as well as the overall evaluation of the employees.
- In which the average performance of the director of the department with the overall target evaluation result of the department and the average evaluation result of the employees in the department must lie in proportion not to exceed the overall performance of the department evaluated by the top level.

7) Compilation of scores will be concluded at the level of one day and Amin of the system of the department

Outline the circuit system in brief



1. Policy request after the admin of the system of the department has compiled the results that have been approved, sent to the Human Resource department to compile the policy in that month according to the regulations and

Determining policy budgets and budget allocations are based on the following methods:

Allocation of policy funds according to KPIs

A=2x means equal to 2 times of KPI money

B = 1.5x means equal to 1.5 times of KPI money

C=1x means equal to 1 time of KPI money

12. Bringing the proposal to expand Human Resource department issued a notice to the relevant Departments to improve and develop the personnel.

1) For the scores that pass the criteria A, B, C will receive a reasonable return in those months according to the rules and continuity 6 months will win the company's commendation award and if it continues for a year, it is a special condition for assigning a new job position according to the appropriate ability.

2) For scores that do not pass the D, F criteria include training, improving the work mechanism system and there is a consideration of improving the position, complex transfer, there is a review of the salary and the release according to the labor contract.

13. For regulations and manuals will be updated according to the directions above and the regulations will add measures such as:

1) Secrecy and Ethics of appraiser

2) Late assessment or forgetting to assess

3) Issuance of job approval agreement is delayed by a month

14. Guided publication: terms, guidelines, publishing pages and creating video clips.

After the Managing Director approved this direction, the first part was sent to the system developer in advance with the expected completion in April 2023.

All this is requested to be reported to the Managing Director for information and consideration as appropriate

With respect and high regard

HR Consultant Manager of the Human Resorce management Division

Managing Director Director of Human Resource Department

添付資料 40　FORM3_Labour contract of General Staff_Lao

ສາທາລະນະລັດ ປະຊາທິປະໄຕ ປະຊາຊົນລາວ
ສັນຕິພາບ ເອກະລາດ ປະຊາທິປະໄຕ ເອກະພາບ ວັດທະນາຖາວອນ

ກະຊວງພະລັງງານ ແລະ ບໍ່ແຮ່
ວັດອີສາຫະກິດໄຟຟ້າລາວ

ເລກທີ...../ຟຟລ.....
....., ວັນທີ.....

ສັນຍາແຮງງານ
(ພະນັກງານ-ວິຊາການ ທົ່ວໄປ)
ລະຫວ່າງ

ຝ່າຍໜຶ່ງ: ວັດອີສາຫະກິດໄຟຟ້າລາວ (ຟຟລ) ສຳນັກງານໃຫ່ຍ ຕັ້ງຢູ່ຖະໜົນມິດຕະພາບລາວ-ໄທ, ຕູ້ປ.ນ309, ບ້ານທົ່ງກາງ, ເມືອງສີສັດຕະນາກ, ນະຄອນຫຼວງວຽງຈັນ, ສປປ ລາວ ໂທລະສັບ (856-21) 316133, 316094 ໂທລະສານ (856-21) 316118, 263794, E-mail: edlmdo@edl.com.la
Website: www.edl.com.la ໃນສັນຍານີ້, **ເອີ້ນວ່າ: " ຜູ້ໃຊ້ແຮງງານ ".**

ແລະ ອີກຝ່າຍໜຶ່ງ: ທ່ານ ....., ອັນ, ເດືອນ, ປີ ເກີດ :..../...../.....,ເລກລະຫັດພະນັກງານ ຟຟລ..... ເລກບັດປະຈຳຕົວ...../Passport..... ຫຼື ສຳມະໂນຄົວ....., ບັດຈຸບັນຢູ່ບ້ານ : ....., ເມືອງ....., ນະຄອນຫຼວງ/ແຂວງ....., ລະດັບການສຶກສາ ແລະ ວິຊາສະເພາະ : ☐ຊັ້ນຕົ້ນ ☐ຊັ້ນກາງ ☐ຊັ້ນສູງ ☐ປະລິນຍາຕີ ☐ປະລິນຍາໂທ ☐ປະລິນຍາເອກ ແລະ ອື່ນໆ....., ສາຂາວິຊາສະເພາະ : .....ຈົບຈາກສະຖາບັນ ..... ☐ພາຍໃນປະເທດ ຫຼື ☐ຕ່າງປະເທດ.....ເບີໂທລະສັບ: 020 ....., Email:....., **ກໍລະນີສຸກເສີນຕິດຕໍ່ທ່ານ .....**ໂທລະສັບ: 020....., **ເອີ້ນວ່າ: " ຜູ້ອອກແຮງງານ ".**

ທັງສອງຝ່າຍ ໄດ້ເຫັນດີເປັນເອກະພາບຮ່ວມກັນທາງດ້ານເນື້ອໃນ, ເງື່ອນໄຂພາຍໃນ ແລະ ລວມທັງນະໂຍບາຍ, ສະຫວັດດີການຕ່າງໆຂອງສັນຍາສະບັບນີ້ໄວ້ ເພື່ອເປັນຫຼັກຖານໃນ ການປະຕິບັດວຽກງານ, ດັ່ງມີລາຍລະ ອຽດລຸ່ມນີ້:

ມາດຕາ 1. ຮູບແບບຂອງສັນຍາ.

ແບບມີກຳນົດເວລາ: ☐ 01 ປີ ຫຼື ☐ ອື່ນໆ (ລະບຸ).....;
ວັນເດືອນປີ ເລີ່ມຕົ້ນ:..... ຮອດ ວັນເດືອນປີ ສິ້ນສຸດ.....

ມາດຕາ 2. ບ່ອນສັງກັດ ແລະ ຕຳແໜ່ງທີ່ວ່າຈ້າງ.

1. **ບ່ອນສັງກັດ:** ☐ ຈຸງານ ☐ ໜ່ວຍງານ ☐ ຂະແໜງ ☐ ຫ້ອງການ ☐ ສູນບໍລິການ ☐ ອື່ນໆ (ລະບຸ).....; **ຂຶ້ນກັບ:** ☐ ຝ່າຍ ☐ ຫ້ອງການ ☐ ສາຂາແຂວງ ☐ ອື່ນໆ .....
2. **ຕຳແໜ່ງງານວ່າຈ້າງ:** ☐ ພະນັກງານ-ວິຊາການ ທົ່ວໄປ
3. ມີຄວາມຮັບຜິດຊອບຕໍ່ຄວາມສຳເລັດ, ຂໍ້ຂາດຕົກບົກພ່ອງຂອງວຽກງານທີ່ຖືກມອບໝາຍ ແລະ ລາຍງານວຽກງານຂຶ້ນກົງ ຫຼື ຕາມລະດັບ ຕໍ່ໜ່ວຍງານ ຫຼື ພະແນກ ຫຼື ສາຂາທີ່ຕົນຂຶ້ນກັບ.

ມາດຕາ 3. ສິດ ແລະ ພັນທະຂອງຜູ້ໃຊ້ແຮງງານ ແລະ ຜູ້ອອກແຮງງານ.

1. ສິດ ແລະ ພັນທະຂອງ ຜູ້ໃຊ້ແຮງງານ.

1) ຜູ້ໃຊ້ແຮງງານ ມີສິດໃນການມອບໝາຍວຽກງານຕ່າງໆໃຫ້ຜູ້ອອກແຮງງານ ຕາມໜ້າວຽກໃນຂອບເຂດຄວາມຮັບຜິດຊອບ ໃນໃບກຳນົດຕຳແໜ່ງງານ (Job Description) ຂອງຜູ້ອອກແຮງງານ.
2) ຜູ້ໃຊ້ແຮງງານ ມີສິດມອບວຽກໃຫ້ຜູ້ອອກແຮງງານ ໃນກໍລະນີມີວຽກດ່ວນ ແລະ ຈຳເປັນສະເພາະ ເຊິ່ງຖືວ່າເປັນວຽກງານຫຼັກຕາມທິດຊີ້ນຳທີ່ຢູ່ນອກເໜືອຈາກພາລະບົດບາດຂອງຜູ້ອອກແຮງງານ, ຜູ້ໃຊ້ແຮງງານຈະຕ້ອງຖືເອົາການປະຕິບັດວຽກດັ່ງກ່າວເປັນບູລິມະສິດພິເສດ ເຊິ່ງອາດກະທົບຕໍ່ວຽກຕາມພາລະບົດບາດຂອງຜູ້ອອກແຮງງານ ພາໃຫ້ມີຄວາມລ້າຊ້າບໍ່ທັນກຳນົດ. ໃນກໍລະນີນີ້ ການປະຕິບັດວຽກງານຕາມພາລະບົດບາດແມ່ນອະນຸຍາດໃຫ້ດຳເນີນການລາຊ້າໄດ້ ແຕ່ຕ້ອງອີງຕາມສະພາບຄວາມເປັນຈິງຂອງໜ້າວຽກເປັນແຕ່ລະກໍລະນີ ແລະ ຖືວ່າຜູ້ອອກແຮງງານບໍ່ມີຄວາມຂາດຕົກບົກຜ່ອງໃນການປະຕິບັດວຽກງານ ແຕ່ຢ່າງໃດ.
3) ຜູ້ໃຊ້ແຮງງານ ຕ້ອງໄດ້ຮັບການລາຍງານວຽກງານ ຄວາມຄືບໜ້າຂອງວຽກງານທີ່ຜູ້ອອກແຮງງານປະຕິບັດຢ່າງເປັນປົກກະຕິ ດ້ວຍຮູບການເປັນເອກະສານ, ປາກເປົ່າ ຫຼື ຮູບແບບອື່ນໆ.
4) ຜູ້ໃຊ້ແຮງງານ ມີສິດໃນການແກ້ໄຂ, ປ່ຽນແປງຄວາມຮັບຜິດຊອບ ແລະ ສັບຊ້ອນບ່ອນປະຈຳການຂອງຜູ້ອອກແຮງງານ ເພື່ອໃຫ້ສອດຄ່ອງກັບການບໍລິຫານທຸລະກິດ ແລະ ການບໍລິການ ຂອງຜູ້ໃຊ້ແຮງງານ ໂດຍຈະແຈ້ງໃຫ້ຜູ້ອອກແຮງງານຮັບຮູ້ ກ່ອນລ່ວງໜ້າ 15 ວັນ.
5) ຜູ້ໃຊ້ແຮງງານ ຈະອຳນວຍຄວາມສະດວກໃຫ້ແກ່ຜູ້ອອກແຮງງານ ເຊັ່ນ: ສະຖານທີ່ເຮັດວຽກ ແລະ ອຸປະກອນທີ່ຈຳເປັນໃນການປະຕິບັດວຽກງານເປັນຕົ້ນ ແລະ ຄວາມປອດໄພຕາມລະບຽບຫຼັກການ.
6) ຜູ້ໃຊ້ແຮງງານ ຈະຄິດໄລ່ຄ່າຈ້າງແຮງງານ/ເງິນເດືອນ ພ້ອມດ້ວຍນະໂຍບາຍ ແລະ ສະຫວັດດີການຕ່າງໆໃຫ້ຜູ້ອອກແຮງງານຕາມທີ່ໄດ້ກຳນົດໄວ້ໃນ ມາດຕາ 5 ຂອງສັນຍາສະບັບນີ້.
7) ຜູ້ໃຊ້ແຮງງານ ມີສິດພິຈາລະນາບໍ່ຕໍ່ສັນຍາໃຫ້ຜູ້ອອກແຮງງານ ໃນກໍລະນີການປະເມີນຜົນງານດ້ວຍຕົວຊີ້ວັດ(KPIs) ບໍ່ຜ່ານທີ່ກຳນົດໄວ້ ຊຶ່ງລະບົບຈະແຈ້ງເຕືອນຜູ້ກ່ຽວຮັບຮູ້ຜ່ານລະບົບດັ່ງກ່າວໂດຍກົງ ຄື:
    - ການປະເມີນຜົນງານ ດ້ວຍຕົວຊີ້ວັດ (KPIs) ບໍ່ຜ່ານເກນທີ່ກຳນົດໄວ້ (ບໍ່ໄດ້ຮັບນະໂຍບາຍ) ຈຳນວນ 03 ຄັ້ງຕິດຕໍ່ກັນ ແມ່ນຍົກເລີກສັນຍາ. ຖ້າການປະເມີນຜົນງານຜ່ານ ແມ່ນສືບຕ່ອງກງານປົກກະຕິ.
    - ໃນໄລຍະ 01 ປີ ການປະເມີນຜົນງານ ດ້ວຍຕົວຊີ້ວັດ (KPIs) ບໍ່ຜ່ານເກນທີ່ກຳນົດໄວ້ (ບໍ່ໄດ້ຮັບນະໂຍບາຍ) ຈຳນວນ 05 ຄັ້ງ ບໍ່ຕິດຕໍ່ກັນ ແມ່ນຍົກເລີກສັນຍາ.
8) ຜູ້ໃຊ້ແຮງງານ ມີສິດວ່າຈ້າງຜູ້ອອກແຮງງານໃນຕຳແໜ່ງໃດໜຶ່ງ ໃນເມື່ອມີຜົນງານ ເຖິງ ວ່າສັນຍາຈະຍັງບໍ່ທັນສິ້ນສຸດກໍ່ຕາມ.

2. ສິດ ແລະ ພັນທະຂອງຜູ້ອອກແຮງງານ.

1) ຜູ້ອອກແຮງງານ ຕ້ອງປະຕິບັດຕາມໜ້າວຽກໃນຂອບເຂດຄວາມຮັບຜິດຊອບ ໃນໃບກຳນົດຕຳແໜ່ງງານ (Job Description) ຂອງຕົນ ທີ່ຜູ້ໃຊ້ແຮງງານ ຫຼື ຜູ້ບັງຄັບບັນຊາໄດ້ມອບໝາຍໃຫ້ ໃຫ້ສຳເລັດຕາມໄລຍະເວລາທີ່ກຳນົດໄວ້ ແລະ ມີປະສິດທິຜົນ.
2) ໃນກໍລະນີ ຜູ້ອອກແຮງງານ ໄດ້ຮັບມອບໝາຍວຽກເພີ່ມທີ່ເປັນການຊີ້ນຳສະເພາະຈາກຜູ້ໃຊ້ແຮງງານ ຫຼື ຜູ້ບັງຄັບບັນຊາ ທີ່ຢູ່ນອກເໜືອຈາກພາລະບົດບາດ ແມ່ນໃຫ້ຖືເອົາການປະຕິບັດວຽກດັ່ງກ່າວເປັນບູລິມະສິດພິເສດ, ໃນກໍລະນີນີ້ ການປະຕິບັດວຽກງານຕາມພາລະບົດບາດ ຜູ້ອອກແຮງງານ ອາດດຳເນີນການຫຼ້າຊ້າໄດ້ ແຕ່ຕ້ອງອີງຕາມສະພາບຄວາມເປັນຈິງຂອງໜ້າວຽກເປັນແຕ່ລະກໍລະນີ.

3) ຜູ້ອອກແຮງງານ ຕ້ອງລາຍງານຄວາມຄືບໜ້າຂອງວຽກງານ ທີ່ຜູ້ໃຊ້ແຮງງານ ຫຼື ຜູ້ບັງຄັບບັນຊາ ໄດ້ມອບໝາຍໃຫ້ຢ່າງເປັນປົກກະຕິ ດ້ວຍຮູບການເປັນເອກະສານ, ປາກເປົ່າ ຫຼື ຮູບແບບອື່ນໆ ໃຫ້ທັນຕາມເວລາທີ່ກຳນົດໄວ້.
4) ຜູ້ອອກແຮງງານ ຕ້ອງຕັ້ງໜ້າປະຕິບັດໜ້າທີ່ວິຊາສະເພາະຂອງຕົນດ້ວຍຄວາມຮັບຜິດຊອບສູງ, ມີຄວາມຊື່ສັດຕໍ່ໜ້າທີ່, ປົກປັກຮັກສາອັດຖະສິ່ງຂອງຂອງຜູ້ໃຊ້ແຮງງານໃຫ້ຢູ່ໃນສະພາບປົກກະຕິ.
5) ຜູ້ອອກແຮງງານ ມີສິດໄດ້ເຂົ້າຮ່ວມຝຶກອົບຮົມ ຫຼື ຍົກລະດັບວິຊາສະເພາະຂອງຕົນຢູ່ພາຍໃນ ແລະ ຕ່າງປະເທດ ຕາມຄວາມຕ້ອງການຂອງໜ້າວຽກທີ່ຕົນຮັບຜິດຊອບ ຫຼື ຕາມແຜນພັດທະນາບຸກຄະລາກອນຂອງຜູ້ໃຊ້ແຮງງານ ໃນແຕ່ລະໄລຍະ.
6) ຜູ້ອອກແຮງງານ ມີສິດໄດ້ຮັບຄ່າຈ້າງແຮງງານ/ເງິນເດືອນ ພ້ອມດ້ວຍນະໂຍບາຍ ແລະ ສະຫວັດດີການຕ່າງໆ ຕາມທີ່ໄດ້ກຳນົດໄວ້ໃນ ມາດຕາ 5 ຂອງສັນຍາສະບັບນີ້.
7) ຜູ້ອອກແຮງງານ ຕ້ອງເກັບຮັກສາຄວາມລັບຂອງວຽກງານທີ່ຕົນໄດ້ຮັບມອບໝາຍ ພ້ອມທັງວຽກງານພາຍໃນຂອງຜູ້ໃຊ້ແຮງງານ.
8) ຜູ້ອອກແຮງງານ ມີສິດໄດ້ຮັບການອ່າຈ້າງໃນຕຳແໜ່ງໃດໜຶ່ງ ໃນເມື່ອມີຜົນງານ ເຖິງ ວ່າສັນຍາຈະຍັງບໍ່ທັນສິ້ນສຸດກໍ່ຕາມ.
9) ຜູ້ອອກແຮງງານ ມີສິດພັກວຽກຕາມອັນພັກທາງລັດຖະການ, ພັກປະຈຳປີ 15 ອັນ/ປີ, ພັກກິດທຸລະສ່ວນຕົວ ແລະ ພັກອື່ນໆ ຕາມແຈ້ງການຂອງ ລັດຖະບານ ຫຼື ຕາມກົດໝາຍວ່າດ້ວຍແຮງງານ ຫຼື ຕາມກົດລະບຽບຂອງ ລັດວິສາຫະກິດໄຟຟ້າລາວ.
10) ຜູ້ອອກແຮງງານ ມີສິດສະເໜີຂໍສັບຊ້ອນເພື່ອໄປປະຈຳການຢູ່ບ່ອນອື່ນ ຕາມຄວາມຮູ້, ຄວາມສາມາດ, ວິຊາສະເພາະຂອງຕົນ ແລະ ຄວາມຮຽກຮ້ອງຕ້ອງການຂອງໜ້າວຽກ.
11) ຜູ້ອອກແຮງງານ ມີສິດສະໝັກເຂົ້າຮ່ວມການສອບເສັງ ແລະ/ຫຼື ສຳພາດ ເພື່ອບັນຈຸເຂົ້າໃນຕຳແໜ່ງໃດໜຶ່ງ ຕາມຄວາມຕ້ອງການຂອງໜ້າວຽກ.
12) ຜູ້ອອກແຮງງານ ຕ້ອງປະຕິບັດຕາມຂໍ້ກຳນົດ, ກົດລະບຽບພາຍໃນຂອງຜູ້ໃຊ້ແຮງງານອາງອອກຢ່າງເຂັ້ມງວດ
13) ໜ້າທີ່ຮັບຜິດຊອບໃນໃບກຳນົດຕຳແໜ່ງງານ (Job Description) ທີ່ເປັນອັນລະອຽດແມ່ນຄັດຕິດມາພ້ອມນີ້.

ມາດຕາ 4. ກຳນົດເວລາປະຕິບັດວຽກງານ.

ຜູ້ອອກແຮງງານ ຈະຕ້ອງເຮັດວຽກບໍ່ຕ່ຳກວ່າ 08 ຊົ່ວໂມງຕໍ່ອັນ ຫຼື 40 ຊົ່ວໂມງຕໍ່ອາທິດ ແລະ ເຮັດວຽກແຕ່ ອັນຈັນ ຫາ ອັນສຸກ ເລີ່ມແຕ່ 08 ໂມງ 00 ຫາ 12 ໂມງ 00 (ສຳລັບພາກເຊົ້າ) ແລະ 13 ໂມງ 00 ຫາ 17 ໂມງ 00 (ສຳລັບພາກບ່າຍ).

ຜູ້ອອກແຮງງານ ມີສິດໄດ້ຮັບນະໂຍບາຍເງິນເຮັດວຽກເພີ່ມໂມງ (ລ່ວງເວລາ) ຕາມລະບຽບຂອງຜູ້ໃຊ້ແຮງງານອາງອອກ ໃນແຕ່ລະໄລຍະ ແຕ່ຕ້ອງເປັນວຽກທີ່ມີແຜນໄວ້ລ່ວງໜ້າ ແລ້ວ ຫຼື ວຽກທີ່ໄດ້ຮັບການຊີ້ນຳສະເພາະ/ຮີບດ່ວນ ຈາກຜູ້ບັງຄັບບັນຊາ.

ມາດຕາ 5. ຄ່າແຮງງານ (ເງິນເດືອນ), ນະໂຍບາຍຕ່າງໆ ແລະ ການເບີກຈ່າຍເງິນເດືອນ.

1. ຄ່າແຮງງານ (ເງິນເດືອນ): ຜູ້ໃຊ້ແຮງງານຈະຄິດໄລ່ ແລະ ເບີກຈ່າຍເງິນເດືອນພື້ນຖານ ເທົ່າກັບ:.....ກີບ/ເດືອນ ຕາມວິຊາສະເພາະ ແລະ ປີການ (ຊັ້ນ/ຂັ້ນ) ຂອງຜູ້ອອກແຮງງານ ໃນ ບັດຈຸບັນ ຊຶ່ງຈະປັບປຸງຕາມລະບຽບຜູ້ໃຊ້ແຮງງານອາງອອກໃນແຕ່ລະໄລຍະ. ສຳລັບ ເງິນຜະລິດຕະພັນ ແລະ ນະໂຍບາຍອື່ນໆ ແມ່ນຈະໄດ້ຮັບຕາມລະບຽບຂອງຜູ້ໃຊ້ແຮງງານແຕ່ລະໄລຍະ. ສ່ວນ ເງິນ KPIs ແມ່ນຈະໄດ້ຮັບຕາມການປະຕິບັດວຽກງານຕົວຈິງ ແລະ ການປະເມີນຜົນງານຂອງຜູ້ອອກແຮງງານ ໃນແຕ່ລະໄລຍະ.
2. ຜູ້ໃຊ້ແຮງງານ ຈະຈ່າຍຄ່າແຮງງານ ຢ່າງໜ້ອຍ 01 ຄັ້ງ/ເດືອນ ໂດຍຜ່ານລະບົບທະນາຄານ. ສ່ວນນະໂຍບາຍ ແລະ ສະຫວັດດີການຕ່າງໆ ແມ່ນປະຕິບັດຕາມລະບຽບພາຍໃນຂອງຜູ້ໃຊ້ແຮງງານອາງອອກ ໃນແຕ່ລະໄລຍະ.
3. ການເສຍອາກອນລາຍໄດ້ ແລະ ສົມທົບທຶນເຂົ້າກອງທຶນອົງການປະກັນສັງຄົມແຫ່ງຊາດ ແລະ ພັນທະອື່ນໆ ແມ່ນປະຕິບັດຕາມກົດໝາຍ ແລະ ລະບຽບພາຍໃນທີ່ຜູ້ໃຊ້ແຮງງານອາງອອກ ໃນແຕ່ລະໄລຍະ.

ມາດຕາ 6. ການເກັບຮັກສາຄວາມລັບ.

ຂໍ້ມູນທັງໝົດທີ່ໄດ້ກຳນົດໃນສັນຍາສະບັບນີ້ ຜູ້ໃຊ້ແຮງງານ ແລະ ຜູ້ອອກແຮງງານ ຈະເກັບເປັນຄວາມລັບສູງສຸດ ແລະ ຫ້າມເປີດເຜີຍຂໍ້ມູນ, ເນື້ອໃນຂອງສັນຍາແຮງງານສະບັບນີ້ ໃຫ້ກັບບຸກຄົນພາຍນອກບໍ່ວ່າຈະດ້ວຍຮູບແບບ ຫຼື ຊ່ອງທາງໃດໆທີ່ເຫັນວ່າສ້າງຄວາມບັ່ນບ່ອນ ແລະ ຄວາມເສຍຫາຍໃຫ້ແກ່ທັງສອງຝ່າຍ ບໍ່ວ່າຈະທາງກົງ ຫຼື ທາງອ້ອມຢ່າງເດັດຂາດ, ລວມທັງຄວາມລັບ ຫຼື ເອກະສານຂໍ້ມູນກ່ຽວກັບວຽກທີ່ຕົນຮັບຜິດຊອບ.

ໃນກໍລະນີ ຖ້າຫາກຂໍ້ມູນໃນສັນຍາສະບັບນີ້ຫາກຖືກເປີດເຜີຍໃຫ້ບຸກຄົນອື່ນຮັບຮູ້ ແລະ ສາມາດພິສູດໄດ້ວ່າຜູ້ອອກແຮງງານເປັນຜູ້ເປີດເຜີຍ ຜູ້ໃຊ້ແຮງງານຈະຖືວ່າຜູ້ອອກແຮງງານ ແມ່ນຂາດຈັນຍາບັນຂອງພະນັກ ງານ ແລະ ຈະຖືກພິຈາລະນາຍົກເລີກສັນຍາ.

ມາດຕາ 7. ການປະຕິບັດວິໃນຕ່ໍຜູ້ອອກແຮງງານ.

1. ຜູ້ອອກແຮງງານຄົນໃດ ຫາກໄດ້ລະເມີດ ບັນດາລະບຽບ, ຂໍ້ກຳນົດ, ຄຳແນະນຳຕ່າງໆ ຂອງຜູ້ໃຊ້ແຮງງານ ແລະ ລະບຽບກົດໝາຍຕ່າງໆຂອງ ສປປ ລາວ ເປັນຕົ້ນ ການສວຍໃຊ້ໜ້າທີ່ຕຳແໜ່ງໄປໃນທາງທີ່ຜິດ,
ຂາດຄວາມຮັບຜິດຊອບຕ່ອງກງານທີ່ຕົນໄດ້ຮັບມອບໝາຍ, ສໍ້ໂກງລັບ, ຍັກຍອກລັບ, ລັກລັບ, ເປີດເຜີຍຄວາມລັບຂອງຜູ້ໃຊ້ແຮງງານ ຫຼື ການກະທຳອື່ນໆ ທີ່ເປັນສາເຫດພາໃຫ້ເກີດຄວາມເສຍຫາຍ ເຊິ່ງການກະທຳດັ່ງກ່າວໄດ້ຜ່ານການພິຈາລະນາຈາກ ຄະນະກຳມະການຄົ້ນຄວ້າວິໄນ (ຄຄວ) ຢ່າງຄົບຖ້ວນແລ້ວ ຫາກເຫັນວ່າມີຄວາມຜິດ ຈະຖືກລົງວິໄນຕາມລະບຽບການພາຍໃນຂອງຜູ້ໃຊ້ແຮງງານ ແລະ ຈະຖືກດຳເນີນຄະດີຕາມກົດໝາຍທີ່ກ່ຽວຂ້ອງ,
ນອກຈາກນີ້ຍັງຈະຖືກປະກາດແຈ້ງຜ່ານທາງສື່ຕ່າງໆໃຫ້ສັງຄົມຮັບຮູ້
ສຳລັບການກະທຳທີ່ສ້າງຄວາມເສຍຫາຍທີ່ມີມູນຄ່າແຕ່ 5.000.000 ກີບ (ຫ້າລ້ານກີບ) ຂຶ້ນໄປ ຫຼື ການສ້າງຄວາມເສຍຫາຍແກ່ຊື່ສຽງ ແລະ ພາບພົດຂອງອົງກອນ ແຕ່ຕ້ອງຢູ່ບົນພື້ນຖານການຄົ້ນຄວ້າ ແລະ ດຸນພິນິດ ຂອງຄະນະກຳມະການຄົ້ນຄວ້າວິໄນ ເປັນແຕ່ລະກໍລະນີ.
2. ນອກຈາກ ຂໍ້ 1 ມາດຕານີ້ ພະນັກງານ-ວິຊາການ ທ່ວໄປ ທີ່ຂຶ້ນກັບ ຝ່າຍຄຸ້ມຄອງລະບົບໄຟຟ້າພາກເໜືອ, ຝ່າຍຄຸ້ມຄອງລະບົບໄຟຟ້າພາກກາງ, ຝ່າຍຄຸ້ມຄອງລະບົບໄຟຟ້າພາກໃຕ້, ສາຂາໄຟຟ້າລາວແຂວງ, ສາຂາໄຟຟ້າລາວນະຄອນຫຼວງ1, ສາຂາໄຟຟ້າລາວນະຄອນຫຼວງ2 ແລະ ທຸກການຈັດຕັ້ງທີ່ຂຶ້ນກັບ ຝ່າຍຄຸ້ມຄອງລະບົບໄຟຟ້າທັ່ງສາມພາກ ທ່ວປະເທດ ຄື:
   2.1 ຖ້າມີລູກຄ້າຍັງໃຊ້ໄຟຜິດປະເພດ, ກົງເຕີເປັນສູນ(0) ຖ້າຜູ້ໃຊ້ແຮງງານ ກວດພົບ ແມ່ນຖືກຕັດເງິນ KPIs ທັງໝົດຂອງ ສາຂາ ແລະ ສຳນັກງານຝ່າຍ ທີ່ກ່ຽວຂ້ອງ ພ້ອມທັງຖືກໂຈະການເລື່ອນຕຳແໜ່ງ(ຂັ້ນ) 01 ປີ.
   2.2 ຖ້າ Loss ບໍ່ໄດ້ຕາມເປົ້າໝາຍ, ຖ້າງົບປະມານບໍລິຫານເກີນ, ຖ້າໄຟຕົກໄຟມອດເກີນ ຜູ້ໃຊ້ແຮງງານ ຈະຖືກຕັດເງິນ KPIs 100% (ບໍ່ໃຫ້ເງິນ KPIs) ແລະ ພິຈາລະນາ ຍົກຍ້ອງບ່ອນປະຈຳການ ຕາມແຕ່ລະກໍລະນີ.

ມາດຕາ 8. ການປຶກສາຫາລືແກ້ໄຂບັນຫາ.

ໃນກໍລະນີມີຂໍ້ຂັດແຍ່ງເກີດຂຶ້ນທັງສອງຝ່າຍເຫັນດີເຈລະຈາໂດຍສັນຕິວິທີ ຖ້າຫາກບໍ່ ສາມາດແກ້ໄຂນຳກັນ ຈະໄດ້ໃຫ້ເຂົ້າສູ່ຂະບວນການຍຸຕິທຳຕາມກົດໝາຍ ແຫ່ງ ສປປ ລາວ.

ມາດຕາ 9. ເງື່ອນໄຂການຍົກເລີກສັນຍາ, ການສິ້ນສຸດສັນຍາ ແລະ ສືບຕ່ໍສັນຍາ

1. ເງື່ອນໄຂການຍົກເລີກສັນຍາ :

1) ຝ່າຍໃດຝ່າຍໜຶ່ງ ສາມາດຍົກເລີກສັນຍາສະບັບນີ້ໄດ້ ຖ້າຫາກມີເຫດຜົນທີ່ເໝາະສົມ ໂດຍຕ້ອງແຈ້ງເປັນລາຍລັກອັກສອນໃຫ້ອີກຝ່າຍໜຶ່ງຊາບລ່ວງໜ້າ 45 ວັນ, ແຕ່ການຍົກເລີກສັນຍາດັ່ງກ່າວ
ຕ້ອງຢູ່ບົນພື້ນຖານການຕົກລົງເປັນເອກະພາບກັນທັງສອງຝ່າຍ ຈຶ່ງສາມາດປະຕິບັດໄດ້. ນອກຈາກວ່າມີສັນ ຍາສະເພາະອື່ນກຳນົດໄວ້ຕ່າງຫາກ.
2) ຜູ້ໃຊ້ແຮງງານ ສາມາດຍົກເລີກສັນຍາສະບັບນີ້ ໂດຍແຈ້ງລ່ວງໜ້າໃຫ້ຜູ້ອອກແຮງງານທັນທີ ແລະ ຜູ້ໃຊ້ແຮງງານ ມີສິດຫ້າມບໍ່ໃຫ້ຜູ້ອອກແຮງງານເຂົ້າສຳນັກງານ ນັບແຕ່ມື້ຍົກເລີກສັນຍາ

ໃນກໍລະນີທີ່ຜູ້ອອກແຮງງານໄດ້ລະເມີດ ແລະ ມີຄວາມຜິດຮ້າຍແຮງທີ່ກຳນົດໄວ້ໃນລະບຽບ ຫຼື ຂໍ້ກຳນົດຕ່າງໆ ຂອງ ຜູ້ໃຊ້ແຮງງານ ດັ່ງເຊັ່ນ:

- ມີຄວາມຜິດໃນການສໍ້ໂກງ ຫຼື ລັກລັບ.
- ສ້າງຄວາມເຊື່ອມເສຍພາບພິດຂອງ ຜູ້ໃຊ້ແຮງງານ ກໍ່ຄື ລັດວິສາຫະກິດໄຟຟ້າລາວ.
- ໃຊ້ໜ້າທີ່ໃນທາງທີ່ບໍ່ຖືກຕ້ອງຕາມທີ່ລະບຸໃນກົດໝາຍຕ່າງໆ ຂອງສປປລາວ.

3) ຜູ້ອອກແຮງງານ ບໍ່ປະຕິບັດຕາມການຊີ້ນຳ ຫຼື ຄຳສັ່ງ ຂອງຜູ້ບັງຄັບບັນຊາ ໂດຍບໍ່ມີເຫດຜົນພຽງພໍ, ຂາດຄວາມເອົາໃຈໃສ່ ແລະ ຄວາມຮັບຜິດຊອບໃນການປະຕິບັດວຽກງານ ຫຼື ການປະເມີນຜົນງານດ້ວຍຕົວຊີ້ວັດ (KPIs) ບໍ່ຜ່ານເກນ ຈຳນວນ 03 ຄັ້ງ ຕິດຕໍ່ກັນ ຫຼື ຈຳນວນ 05 ຄັ້ງ ບໍ່ຕິດກັນ ໂດຍທີ່ບໍ່ມີເຫດຜົນພຽງພໍ ຊຶ່ງລະບົບຈະແຈ້ງເຕືອນຜູ້ກ່ຽວຮັບຮູ້ຜ່ານລະບົບດັ່ງກ່າວໂດຍກົງ ແຕ່ຍັງມີການເຮັດຜິດຊ້ຳ ຫຼື ຍັງບໍ່ໄດ້ປັບປຸງ ຫຼື ປ່ຽນແປງ ໃຫ້ດີຂຶ້ນ.

4) ໃນລະຫວ່າງການປະຕິບັດສັນຍາ, ຜູ້ອອກແຮງງານ ຕ້ອງປະຕິບັດໜ້າທີ່ວຽກງານດ້ວຍຄວາມຮັບຜິດ ຊອບສູງ, ມີຄວາມຊື່ສັດ, ມີຈັນຍາບັນ, ບໍ່ລະເມີດລະບຽບວິໄນ ເພື່ອຫາຜົນປະໂຫຍດໃຫ້ແກ່ຕົນເອງ,ຄອບຄົວ, ຍາດພີ່ນ້ອງ, ໝູ່ຄູ່, ພັກພວກ ຊຶ່ງກໍ່ຄວາມເສຍຫາຍໃຫ້ແກ່ ຜູ້ໃຊ້ແຮງງານ ໂດຍທາງກົງ ຫຼື ທາງອ້ອມ. ຖ້າຫາກມີການລະເມີດ ຜູ້ໃຊ້ແຮງງານ ສາມາດປະຕິບັດມາດຕະການຕາມລະບຽບ ແລະ ຂໍ້ກຳນົດຂອງ ຜູ້ໃຊ້ແຮງງານ ຫຼື ຕາມກົດໝາຍວ່າດ້ວຍການ ຕ້ານການສໍ້ລາດບັງຫຼວງ, ປະມວນກົດໝາຍອາຍາ, ປະມວນກົດໝາຍແພ່ງ ແລະ ກົດໝາຍອື່ນທີ່ກ່ຽວຂ້ອງ ຂອງ ສປປ ລາວ.

2. ການສືບຕໍ່ສັນຍາ

ການສືບຕໍ່ສັນຍາ ແມ່ນອີງໃສ່ການຕົກລົງເຫັນດີຂອງຜູ້ໃຊ້ແຮງງານ ແລະ ຜູ້ອອກແຮງງານ ເຊິ່ງປະຕິບັດດັ່ງນີ້:

1) ກໍລະນີ ສືບຕໍ່ສັນຍາເປັນວິຊາການ: ແມ່ນຈະບໍ່ໄດ້ເຊັນສັນຍາສະບັບໃໝ່ ແຕ່ຈະເຊັນເອກະສານຢັ້ງຢືນ ເພື່ອຄັດຕິດເປັນຫຼັກຖານ. ສຳລັບ ເງື່ອນໄຂ, ເນື້ອໃນ, ນະໂຍບາຍ ແລະ ອື່ນໆ ຖ້າຫາກມີການປັບປຸງ ຫຼື ປ່ຽນແປງ ກໍ່ໃຫ້ລະບຸໃນເອກະສານຢັ້ງຢືນດັ່ງກ່າວ.
2) ກໍລະນີ ຖືກສັບຊ້ອນໃນຕຳແໜ່ງໃດໜຶ່ງ: ກໍ່ໃຫ້ເຊັນສັນຍາສະບັບໃໝ່ ຕາມແຕ່ລະກໍລະນີ.

3. ການສິ້ນສຸດສັນຍາແຮງງານ

1) ຜູ້ໃຊ້ແຮງງານ ແລະ ຜູ້ອອກແຮງງານ ໄດ້ຕົກລົງຍົກເລີກສັນຍາສະບັບນີ້ຮ່ວມກັນ.
2) ຜູ້ໃຊ້ແຮງງານ ແລະ ຜູ້ອອກແຮງງານ ໄດ້ປະຕິບັດສັນຍາຄົບຖ້ວນແລ້ວ.
3) ຜູ້ອອກແຮງງານ ຖືກສັບຊ້ອນໃນຕຳແໜ່ງໃດໜຶ່ງ.
4) ສັນຍາສະບັບນີ້ ຈະສິ້ນສຸດລົງ ເມື່ອຜູ້ອອກແຮງງານຮອດຄົບອາຍຸກະສຽນ ແລະ ປີການ ຕາມ ລະບຽບ
5) ຜູ້ອອກແຮງງານ ຖືກສານຕັດສິນລົງໂທດຕັດ ອິດສະຫຼະພາບຍ້ອນການກະທຳຜິດໂດຍເຈດຕະນາ ແລະ ອື່ນໆ.

ມາດຕາ 10. ການຊົດເຊີຍ ຍົກເລີກ ຫຼື ສິ້ນສຸດສັນຍາແຮງງານ

ການຊົດເຊີຍ ຍົກເລີກ ຫຼື ສິ້ນສຸດສັນຍາແຮງງານ ຜູ້ໃຊ້ແຮງງານແມ່ນຄິດໄລ່ເງິນຊົດເຊີຍຄ່າແຮງງານນັບແຕ່ມື້ເຂົ້າການຮອດມື້ສິ້ນສຸດສັນຍາ ຕາມລະບຽບພາຍໃນຂອງຜູ້ໃຊ້ແຮງງານ ວາງອອກໃນແຕ່ລະໄລຍະ ແລະ ສອດຄ່ອງກັບ ກົດໝາຍວ່າດ້ວຍແຮງງານ.

ມາດຕາ 11. ການເກັບຮັກສາສັນຍາ.

ສັນຍາສະບັບນີ້ໄດ້ຮັດຂຶ້ນເປັນຈຳນວນ 02 ສະບັບ ແລະ ມີການເກັບຮັກສາຄື:

1. ຜູ້ໃຊ້ແຮງງານ (ຝ່າຍບຸກຄະລາກອນ/ສາຂາແຂວງ) ຈຳນວນ 01 ສະບັບ (ສະບັບຕົ້ນ).
2. ຜູ້ອອກແຮງງານ ຈຳນວນ 01 ສະບັບ (ສະບັບຕົ້ນ).

3. ບ່ອນສັ່ງກັດຂອງຜູ້ກ່ຽວ ຈຳນວນ 01 ສະບັບ (ສຳເນົາ).

ມາດຕາ 12. ສັນຍາສະບັບນີ້ມີຜົນສັກສິດນັບແຕ່ມື້ລົງລາຍເຊັນເປັນຕົ້ນໄປ ແລະ ອາດມີການປ່ຽນແປງຕາມການ
ເຄື່ອນໄຫວວຽກງານພາຍໃນ ລັດວິສາຫະກິດໄຟຟ້າລາວ ຕາມແຕ່ລະໄລຍະ

ລັດວິສາຫະກິດໄຟຟ້າລາວ ຜູ້ອອກແຮງງານ
(ຜູ້ໃຊ້ແຮງງານ)

添付資料 41　TOR_LaosConsultant for HRD_Eng

Lao People's Democratic Republic

Peace, independence, democracy, unity, prosperity

MEM
EDL

No...../EDL

Vientiane City, date.....

Contract to hire experts

Human Resource Management (HRM-D)

One party: Electricite Du Laos (EDL), head office located at Lao-Thai Friendship Road, Box 309, Tamang Dan Village, Sisattanak District, Vientiane, Lao PDR Telephone (856-21) 316133, 316094 Telephone (856-21) 316118, 263794, E-mail: edlmdo @edl.com.la, website: www.edl.com.la in this contract is called: (FL) as the employer.

And the other party: Mr. Bounsanith Inthiphan, born on: 30/08/1978, age 45 years old, specialized degree: master's degree, field of management and personnel development, ID number 12-0006524/Passport P1262882. Current address: Non Wai Village, Xaysetha District, Vientiane City Phone: 020 55584198. Email: bounsanith.inthiphab@gmail.com which is abbreviated as: (Employee).

Both parties have unanimously agreed to jointly draft this contract

To prove the performance of the work, with the conditions and roles detailed below:

Article 1: Form of contract.

1. Scheduled model: o 03 months o 06 months o 01 year and o others .....day month year Start of work: 01/09/2022 until the last day of the year 28/02/2023.
2. Day, time, of operation: 16 days per 4 weeks. The name of work can be adjusted according to the work plan that has been assigned. The name is not fixed for the whole

week: Week 1 is Monday, Wednesday and Friday. Week 2 is Monday, Tuesday, Wednesday and Thursday. Let the cycle continue like this until the end of the contract.

Article 2: Conditions for performance of work

1. To come to work as an expert in human resource management (HRM-D) of the Lao Electric State Enterprise.
2. The activity of the work is done in accordance with the contract.
3. The person who is hired must follow the assigned work completely and complete it according to the set period of time.

Article 3: Role.

1. Analyze the structure, determine the organizational strategy and future personnel development plan of FL (Analysis and Design Organization and Strategies HR Master Plan).
2. Research survey work and analyze manpower demand forecast plan and create HR Manpower Planning.
3. Research job recruitment plan, examination, selection, evaluation and interview (Recruitment, Interview and Selection).
4. Research and create personnel development plans in each line (HR Development Planning).
5. Research and determine succession planning.
6. Monitor, supervise and manage the employee performance evaluation system (Performance Management).
7. Research the work of compensation policy (Compensation Management and Policy), the use of tools to help in the management of human resources.
8. Perform other duties as assigned by the Board of Directors and the Board of Directors.

9. The implementation of the work is expected to be completed within a period of 06 months according to the roles specified in clauses 1-8 of this article.

Article 4: Scope of rights and obligations of employers and employees.

1.The rights and obligations of the employer (EDL).

The employer has the following rights and obligations:

1. The employer has the right to propose the work performance model of the employee.
2. The employer must provide facilities for the employee such as workplace and equipment necessary to perform the work.
3. The employer must receive regular written and oral progress reports from the employee.
4. The employer must pay the wages to the employee at the regularly scheduled time.
5. The employer must prepare a policy for the employee in case he/she goes to work in different provinces both domestically and abroad according to the regulations of the FFL.

2. The rights and obligations of the employee.

Those who are hired must fulfill the following rights and obligations.

1) The employee must comply with the roles and tasks assigned by the employer to complete according to the time specified in this contract.

2) The employee must perform the work regularly and must report the progress of the work to the employer with documents and orally regularly.

3) The employee must keep secret the work he received as agreed in this contract as well as the internal work of the employer.

4) The employee has the right to be paid according to the regular schedule.

5) The employee is entitled to the policy in the case of official work at home and abroad

Article 5: Wages and Payment of Service Fees.

For wages in the amount of 2.000 $/month (two thousand dollars).

¬ The payment of wages will be paid in Kip currency calculated according to the exchange rate of the commercial bank on 01/09/2022, 1 dollar is equal to 15,483 Kip,

Therefore, the salary he received is 2.000 $/month x 15,483 = 30.966.000 kip/month

¬ Payment of wages will be paid monthly by paying through the bank's system during the 01-05 of the following months.

¬ For paying income tax, follow the law.

Article 6: Confidentiality.

All the information defined in this contract, the employer and the employee will be kept strictly confidential and will not disclose the information of this labor contract to outsiders. Either by any form or channel that is seen to create turmoil and damage to both parties, either directly or indirectly, including secrets or documents related to the work they are responsible for.

Article 7: Contract cancellation conditions.

1. In the period of 01 to 02 months, if the employer finds that the performance of the work is not suitable or there is no progress through the evaluation of the organization and management, the employer has the right to propose to cancel the contract with the employee before the contract expires.
2. The hired person cannot perform the work according to the role defined in this contract.

3. The employer can cancel this contract by notifying the employee in advance within 15 business days in the event that the employee violates and commits a serious offense as defined in the regulations or provisions of the State Electricity Company of Laos as follows:

   1) Guilty of fraud or theft.

   2) Create a bad image of the State Electricity Enterprise of Laos.

   3) Using power in a wrong way as specified in various laws.

4. During the execution of the contract, the hired person must perform his duties with high responsibility, be honest, ethical, not violate the rules in order to gain benefits for himself, family, relatives, friends, party members cause damage to FFL directly or indirectly. If there is a violation, the unemployed person can take measures according to the anti-corruption law, the Criminal Code, the Civil Code and other related laws.

Article 8: Consultation to solve the problem.

1. The employer and the employee have the right to present their views in the discussion in the work related to each other and to solve various problems together peacefully. In the event that a problem is found due to the unwillingness of one of the parties when one of the parties sees that the performance of the work is not in accordance with the agreed upon tasks.
2. In the event of a problem that cannot be agreed upon, such as a breach of contract or any action that results in damage to the organization, both parties can take legal action against the violating party according to the laws of the Lao PDR.

Article 9: Termination of contract

1. The employer and the employee agreed to cancel this contract together.

2. The hired person cannot comply with the contract and so on.

3. Those who have been hired by the arbitral tribunal have been sentenced to imprisonment and so on.

4. The contract is fully implemented according to the conditions.

Article 10: Storage

This contract has been made in 04 copies

1. Department of Orgarnization and administration 01 copy.

2. Director's office number 01 copies.

3. Department of Human Resources 01 copy.

4. Employee 01 copy

Article 11: This contract is effective from the date of signature.

Vientiane, date.....

Electricite Du Laos, Mr. Bounsinith Inthiphan

(Employer) (Employee)

添付資料 42 添付資料 JCC1_202131209_（JCC） Progress_IssueEDL_V3

添付資料 42

Project for Improvement of Power Utility Management in Lao PDR

Joint Coordination Committee

- Issues observed in EDL & Progress of the Project

TEPCO Power Grid, Inc.

Tokyo Electric Power Services Co., Ltd.

Deloitte Tohmatsu Financial Advisory LLC

World Business Associates Co., Ltd.

Vientiane

Dec 12, 2023

Project for Improvement of Power Utility Management

1. **Period**

   September 2021 - March 2024

2. **Counterpart Organization**

   Electricite du Laos (EDL)

3. **Areas of Activities**

   1. **Corporate Management Strategy**
   2. **Organization Improvement**
   3. **Human Resource Management**
   4. **Financial Improvement**

4. **Overall Goal**

   - Sustainable development of Laos power sector is enhanced through improving EDL's management performance and financial status.

5. **Project Purpose**

   - EDL's administration and management capacity is strengthened through developing organizational strategy and improving its management mechanism.

Progress (1)

1. EDL's well-coordinated corporate strategy is developed.

- ***Business/financial/human resource development plans and BSC are developed.***
  - Based on BSC Formulation Procedures introduced by JICA Expert, **BSC was tentatively developed by EDL.**
- ***Improvement plan for quality management is proposed. PDCA cycle is carried out by utilizing KPIs.***
  - As the improvement plan for quality management, **KAIZEN was proposed**.
  - **KPIs was proposed but needs to be modified** as a power utility's KPIs. After the approval, PDCA shall be carried out by EDL.
- ***Corporate strategy is finalized.***
  - **EDL Vision/ Mission/Strategy in progress** in consideration with corporate strategy.

2. Management efficiencies are improved through streamlining organizational structures and operation processes in EDL.

- ***Organizational development plan is proposed.***
  - **Organizational development plan was proposed**.
- ***Priority departments/fields are selected. Training of trainers (TOT) are carried out***
  - Based on the priority department/fields, training was conducted. 135 officials from 35 divisions took **lectures of KAIZEN**. Based on TOT on KAIZEN, EDL trainers conducted KAIZEN training 5 times for 102 officials.
- ***Countermeasures to improve management efficiency in priority departments/fields are proposed.***
  - As the countermeasures to improve management efficiency, **Management Training** was conducted and **Mentor system** was introduced.

Progress (2)

3. EDL's framework for human resource management and development is strengthened.

- ***Human resource management and development (HRMD) plan is developed.***
  - **HRMD is developed by external consultants**. Still under review.
  - As the part of HRMD plan, KPI management system and **Career Development Program(CDP) are under review**.
- ***Training program for priority themes in management is prepared.***
  - Based on the Training Program for priority themes, **Management Training** was conducted and **Mentor system** was introduced.

4. EDL's analytical knowledge and skills in funding and tariff setting are enhanced.

- ***Financial plan is developed.***
  - In progress, **expected to be formulated by 2024.**
- ***Tariff plan is developed.***
  - In progress, **expected to be formulated by 2024.**
- ***Training of trainers (TOT) are carried out***
  - **Conducted multiple times** in discussions on model development.

EDL Corporate Performance Indicators

General purposes of electric power utilities' business: "**Stable and efficient power supply**"

- "Efficient power supply" means "Reasonable tariff for customers"
- Of course, they could be achieved under sustainable business conditions.

Corporate Performance Indicators for Selected BSCs

Category	EDL's Corporate Performance Indicators
Client	- Ensure the Lao's energy security - Satisfy customer requirements
Stakeholders	- Become a self-sustainable business operation - Be a better state-owned enterprise
Financial affairs	- Guarantee the most efficient use of the financial system. - Ensure the debt management in according to plans and pay on time.
Internal process	- Move toward becoming a modern organization - Audit- inspection works are carried out in a completed system
Learning and Growth	- Build professional and skilled personnel

EDL also has its corporation target/visions.

It seems to need further roadmap or timeline strategy to see how to relate the company's moves to achieve the targets.

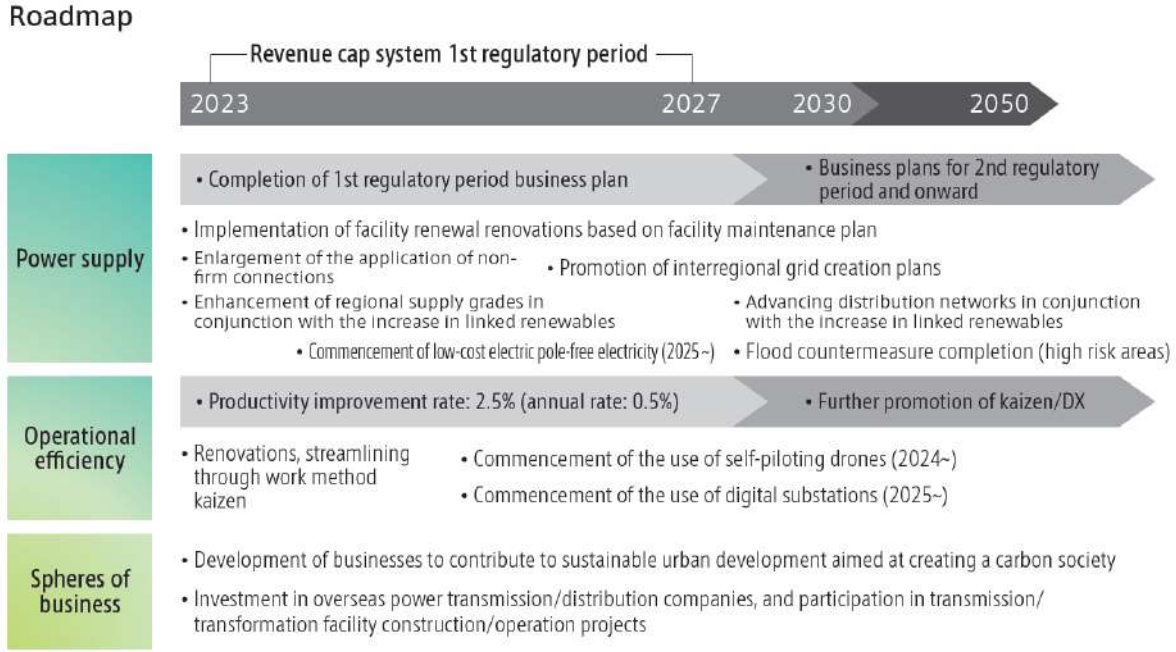
Definition of Strategy

- **Definition of Strategy**
  - Strategy is the design of **a path, scenario, story**, or **mechanism** by which **various moves** **are connected** toward a desired goal.
- **Examples of Strategy / Roadmap (TEPCO PG)**

  TEPCO Integrated Report 2023

  https://www.tepco.co.jp/en/hd/about/ir/library/integratedreport/index-e.html

  P79



Organizational management, HR planning, and their implementation are also important to be able to put it into action under a strategy.

Importance of developing strategies / roadmaps (financial planning, power system planning to organization and HR plan)

Analysis of Current Situation

* almost achieved

Target (vision, performance indicators.)

* partially achieved

- **Organizational Management Plan**
- **HRD Plan**

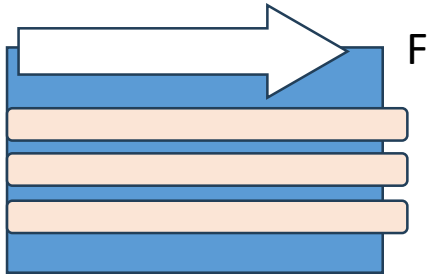
- External environment/constraints
- Power demand forecast
- **Power system planning / simulation**

Information data analysis for strategic planning

- **Financial planning / modeling simulation**

Adequate power system, tariff levels, etc.

- **Strategy Development**
- **How to achieve.**



Data maintenance is important, but EDL is currently not very good at this.

More detailed analysis needed for formulating strategy.
(financial, capital planning, power generation procurement)

One of the Issues of EDL

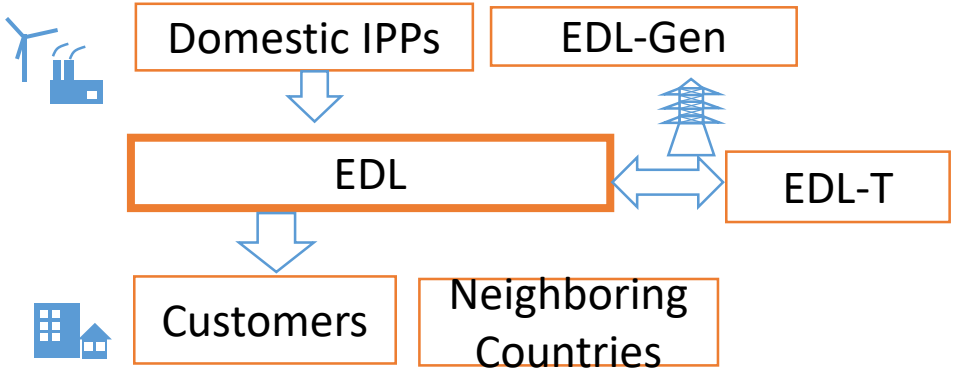
- **Previous situations (Vertical integrated up to around 2010)**

EDL system planning itself was a whole system plan of Laos. It is not so difficult to recover the cost for their achievement.(Because, basically, regulated sales tariff ensures their cost recovery on the condition of reasonable plans.)

- **Current situations**

	Generation	Transmission	Distribution	Power sales	Power consumption	Sales Tariff regulation
EDL-Gen, IPP	○					Non regulated
EDL-T		○				
EDL		○	○	○		**regulated**
Customers					○	

A **gap** arises between Generation and Power Sales due to a lack of viewing **whole comprehensive consistent plans from generation procurement to customer sales.** - Seasonal changes in hydropower, power import & export, tariff setting, unexpected demand, etc.





Thank you!

添付資料 43 添付資料 JCC2_EDL_JCC koyabu

添付資料 43

Project for Improvement of Power Utility Management in Lao PDR
JCC meeting on
EDL's Strategy, Organization reform and number of employee

Tokyo Electric Power Services Co., Ltd.

Hitoshi KOYABU

Vientiane

12th December , 2023

EDL strategy : Vision, Mission, Strategy

EDL Vision in 2022

Make Electricite du Laos (EDL) a strong, recognized and trusted enterprise from all parties involved with complete of 2 main tasks:

- Pay attention to and be highly responsible for political tasks assignment and national socio-economic development plan that has been defined to become reality.
- Conduct business efficiently and effectively by aiming to make the electricity industrial to become a major sector in socio-economic development, country revenue generating source and promoting of the side business develop together for job creating for Lao people and utilize of the electricity with affordable price.

New Vision from 2023 to 2027

- "Vision: EDL will become a state-owned enterprise to support the Energy security for Lao PDR and neighbor countries. (In Sort: Energy Security for All)"

EDL strategy : Vision, Mission, Strategy

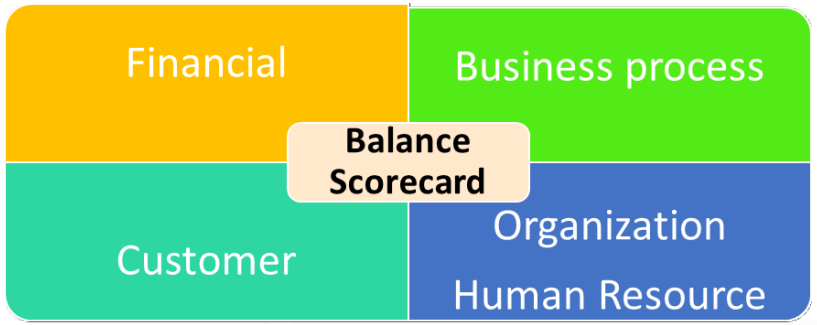
EDL Mission:

- Be a key part in stimulating the production cycle, value creation and tangible domestic consumption.
- Reduce the outflow of foreign currency in the import of fuel by shifting to the potential of self-generated energy.
- Provide the whole society with access to quality electricity at reasonable prices in order to create products that are competitive in the market.
- Prepare for the integration of electricity with neighbouring countries and the region by improving the electricity distribution system to be stable and the grid system to be stable.

New Mission from 2023 to 2027

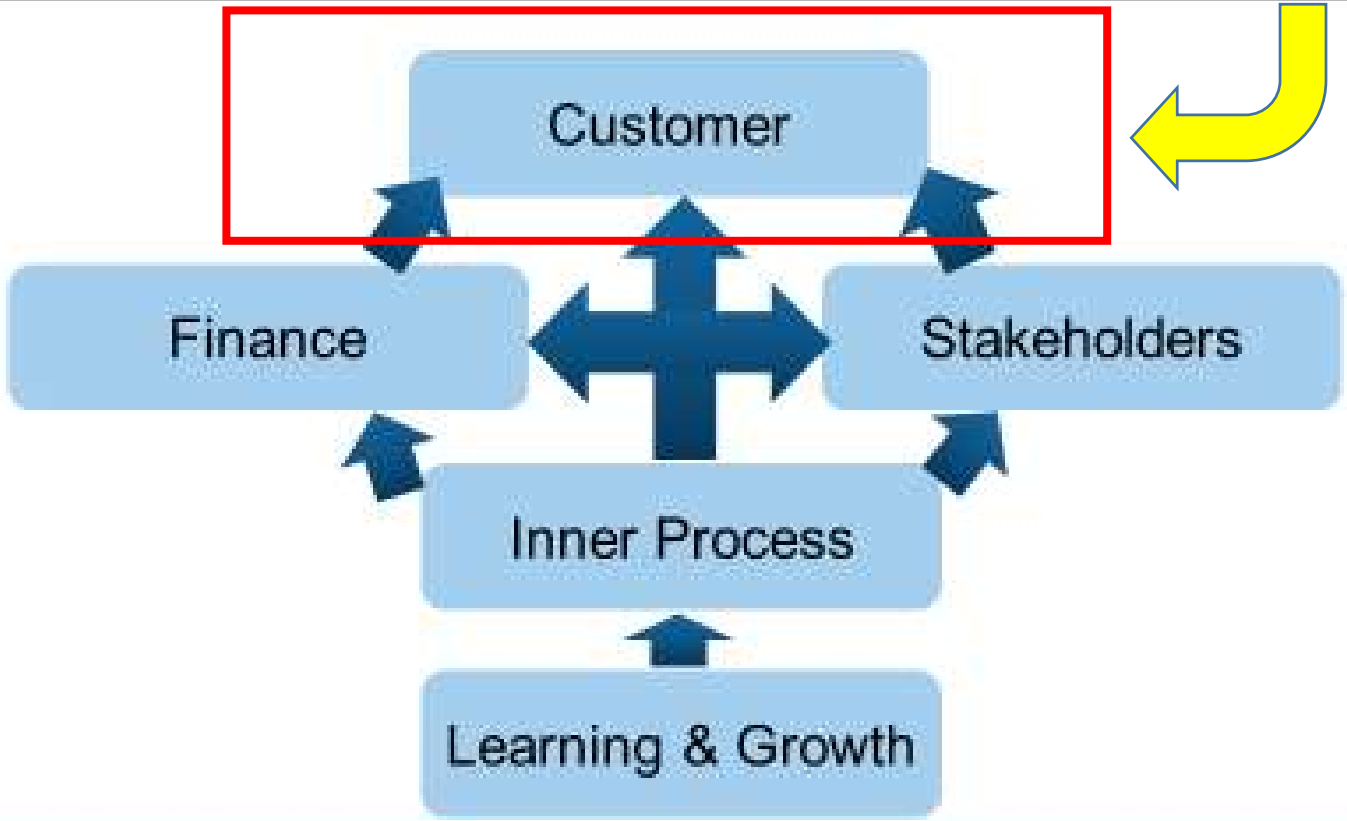
- Be highly responsible for political tasks assignment and national socio-economic development plan that has been defined to become reality.
- EDL will improve to ensure the energy security related 4 main components which Availability, Accessibility, reliability, and Stability.

EDL strategy : Vision, Mission, Strategy



BSC Model of EDL

Prospective : Customer comes first



EDL strategy : Balance Score Card（BSC)

Mission:

EDL will improve to ensure the energy security related 4 main components which Availability, Accessibility, Reliability, and Stability.

Prospective	Current Target	Outcomes
Customer	**7 Reforms: RUN FIRST** - Energy strategy and Business Policy. - Organization Structure and Human Resource Development - Energy Business management. - Energy Security. - Finance – Accounting Management. - Debt Management. - Compliance, Control, Audit and Inspection.	1. Guide the Thinking and Actions of Employees; 2. Help Determine and Inform Performance Standards; 3. Help Attract Appropriate Talent; 4. Provide Context and Reduce Friction During Organizational Restructures; 5. Provide a Stable Framework that can Outlast Internal Changes; 6. Inspire People to be Focused and Productive; 7. Facilitate Collaboration with Teams, Customers, Suppliers and Partners; 8. Help with Public Relations.
Stakeholders		
Finance		
Inner Process	**3 Up: Company Culture** - Update mindset; - Up skill of EDL's staffs; - Upgrade the working system and equipment's.	
Learning & Growth	**1 Nation: Company Core Value** - All what EDL's staffs do are for nation's benefit and; - All what EDL's staffs do are for EDL sustainable.	

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer	1.1 Affordable Tariff, KPI: Tariff increasing rate	**1. Energy strategy and Business Policy (Cont')** **Plan 1.1:** Revise the regulations of the EDL to be in line with the business conditions and serve the policy direction of the government; **Plan 1.2:** Improve the internal legislation in accordance with the business conditions and periodic changes; **Plan 1.3:** Propose to improve the legislation, mechanism and coordination between the macro management sectors and the micro management of EDL. **Plan 1.4:** Improve work mechanismes, coordination, the Executive Council and Board of Directors.	1.1 Revise the regulations of the EDL's business (EDL-G, EDL-T)②④⑤
Stakeholders	1.1 Compliance: 1.4 Good State of Entity:		1.2 Periodical revise of all EDL's internal legislations ①②
Finance			1.2 Improve the business solution method(Task force, committee) ①②
Inner Process	1.1 Business Continuity Plan(BCP) KPI: Business Recovery Time 1.2 Risk Management KPI: Existing Risk Management Plan 1.3 1.4 Information sharing from top to bottom KPI: Message from MD		1.3 Introduce the digital approval system with ICT②⑦ 1.3 Revise the company annual, quarterly, monthly meeting①②
Learning & Growth			1.4 Improve the Board of Directors role and responsibility②

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

f EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer	2.1 Customer services desk, window KPI: Customer satisfaction	**2. Organization Structure and Human Resource Development (Cont')**	2.1 Introduce the KPIs by department level ①②
Stakeholders	2.1 Profitability improvement: BS, P/L	**Plan 2.1:** Improve the organizational structure of EDL to be efficient and consistent with each tasks, to streamline the operation process and make it faster.	2.1 Regularly personnel relocation by department level①③
Finance	2.1 Decrease operation cost, KPI: Operation cost, Administration cost		2.2 Job time management, Efficiency factor control①②
Inner Process	2.1 Increase organization efficiency KPI: Value/Cost(V/C) by department 2.2 Increase job efficiency KPI: Benefit/Cost(B/C) by employee	**Plan 2.2:** Improve labor/employee management mechanism.	2.2 2.3 Improve employee annual assessment system①②③
Learning & Growth	2.2 Increase job knowledge, know-how KPI: Job time 2.3 Increase skill, field of employee KPI: Benefit/Cost(B/C) by employee	**Plan2. 3:** Improve Human Resource management system.	2.3 Introduce the ranking of technical skill and salary system ①②③ 2.2 2.3 Introduce employees promotional system ①②③

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer	3.2 Affordable Tariff KPI: Tariff level (Domestic and Export)	**3. Energy Business management – Cont'** **Plan 3.1:** Improving and modernizing the organization management. **Plan 3.2**: Revise the tariff structure to reflect the production cost, along with the negotiation of IPP (Independent Power Producer) for new projects or the modification of the IPP for previous projects to suit with the cash flow and effectiveness of each project. **Plan 3.3:** Improve the business plan in direction of expenses reduction - income increasing and find the potential of EDL's multiple businesses. **Plan 3.4:** Improve EDL's shareholding structure in EDL-Gen in order to resolve the outstanding debt to both companies, consider the entered or withdrawed shares among other production sources and related companies according to the actual effectiveness of each project.; **Plan 3.5:** Solving electrical tariffs arrears payment problem of government and irrigation.	3.1 Periodical assessment of every departments (performance, B/C)①③
Stakeholders	3.3 Improve profitability KPI: P/L 3.4 Debt Reduction KPI: Debt		3.2 Tariff simulation in financial business planning ④
Finance	3.2 Decrease power purchase cost, KPI: Revised and new PPA cost 3.3 Improve profitability KPI: Expenses, Income 3.4 Debt reduction KPI: Debt 3.5 Decrease arrears KPI: Amount of arrears, Smart meter		3.2 Contract amendment with IPPs ④⑤ 3.3 Preparation of the new innovative business center②⑧ 3.4 Restructuring of EDL business sector (EDL-Gen, EDL-T) ②④⑤
Inner Process	3.1 Increase organization efficiency KPI: Value/Cost(V/C) by department		3.5 Introduce smart meter system ⑦⑨⑩⑪⑫
Learning & Growth			

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer	4.1 4.3 Power supply stability (decrease power outage) , KPI: SIFI, SIDI	**4. Energy Security.**	4.1 Annual demand forecast for domestic supply ⑨⑩⑪⑫
Stakeholders	4.1 Assist MEM strategy, KPI: SIFI,SIDI 4.2 Improve profitability : KPI:PL	**Plan 4.1:** Creat short, medium and long term strategies plans to ensure adequate and stable domestic energy supply.	4.1 Power development plan for each region⑨ ⑩⑪⑫
Finance	4.2 Reduce Investment cost KPI: Investment cost, BS(Debt, Asset) 4.3 Reduce unsellable generation cost KPI: Power system loss	**Plan 4.2:** Create the development Plan of power generation source, transmission systems and stations in line with the development pace of consumption sources to ensure effectiveness, meaning that new investment must ensure a clear return in each period.	4.1 Monthly power dispatch plan for regional control center ⑨ ⑩⑪⑫
Inner Process	4.1 4.2 Optimal hydropower operation KPI: Over flow discharge from spillway 4.2 4.3 Optimal power system operation KPI: Power system Loss	**Plan 4.3:** Ensure standards-techniques, safety of electrical systems and production sources to ensure the effective of employees' operation and social security, including power management and power loss reduction.	4.2 Introduce power supply order system by large power users ⑤⑩⑪⑫
Learning & Growth	4.3 Increase skill, knowledge KPI: Number of accidents, System Loss		4.2 Constriction charge for large power supply ⑤ ⑨ ⑩⑪⑫
			4.3 Establish the standards for connectivity requirements to power system ⑤⑧ ⑨ ⑩⑪⑫

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer		**5. Finance – Accounting Management.**	5.1 5.3 Conduct monthly closing in a timely manner by utilizing SAP ⑥⑦
Stakeholders	5.2 5.3 Financial reporting KPI: Timely reporting, Accounting Audit	**Plan 5.1:** Improve budget planning to be centralized and efficient manner, including monitoring, auditing and summarizing in a systematic way.	5.1 Annual budget allocation system to every department by EDL office ①⑥
Finance	5.1 Budget/Actual management KPI: Variation from budget 5.2 5.3 Financial reporting KPI: Timely reporting, Accounting Audit	**Plan 5.2:** Improve centralized financial management to be centralized, budget using, purchasing and effective warehouse management.	5.2 Monthly budget/expenditure report by every department ①⑥ 5.2 Improve approval system on purchasing with ICT ①⑥⑦
Inner Process	5.1 Budget/Actual management KPI: Variation from budget in all Department 5.2 5.3 Utilize SAP(accounting system) KPI: Decrease manual input	**Plan 5.3:** Improve the accounting system in accordance the accounting standards and regulations, and modernized accounting management.	5.3 Introduce ERP system with ICT by every expenditure ⑥⑦ 5.3 Establish accounting manuals for every employees ①⑥
Learning & Growth	5.3 Improve skill, knowledge KPI: Knowledge on SAP and accounting		

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan	of EDL Action Plan
Customer		**6. Debt Management.**	6.1 Enhance debt management by financial business planning ④
Stakeholders	6.2 EDL-T asset, KPI: Concession agreement 6.3 6.4 Debt rescheduling KPI: Debt rescheduling	**Plan 6.1:** Systematic debt assessment by analyzing the debt types to find appropriately way on debt resolutions.	6.2 Introduce the asset management system by every power facilities ④⑩⑪⑫
Finance	6.1 6.2 Reduce debt amount KPI: Loan amount 6.3 Control payment to IPPs KPI: Reschedule payment to IPPs 6.4 Negotiation with Banks KPI: Loan rescheduling	**Plan 6.2:** Continue to explore the debt solution related to the EDL-T company establishment.	6.3 6.4 Establish the debt restructuring team on all loans ②④⑤⑨
Inner Process	6.1 6.4 Enhance debt management KPI: Loan (Principal, Interest) 6.3 Negotiation with IPPs KPI: Revised contract with IPPs	**Plan 6.3:** Create Debt settlement negotiation plan with the IPP, encourage the government to negotiate with the banks to adjust the debt structure, matching with EDL's cashflow after reformation.	6.3 Develop debt restructuring plan by utilizing financial business planning ②④⑤⑨
Learning & Growth		**Plan 6.4:** Negotiate and revise EDL's loan agreements in terms of principal, interest and currency that EDL will be able to pay.	6.4 Negotiate with lenders and amend loan agreements ④⑤

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer Stakeholders Finance		**7. Compliance, Control, Audit and Inspection.**	7.1 Personnel estimation assessment system by job position and title①③
Inner Process	7.1 7.2 Criteria for promotion, Salary in accordance with job title and grade KPI:Praise system, Fair evaluation, Compliance desk 7.3 Improve internal audit system KPI: Internal audit rule, regulations, manuals	**Plan 7.1:** Create and improve internal control regulations to be effective, especially the performance of personnel at each level in accordance with the legislation of the electricity enterprise and other relevant laws and regulations; **Plan 7.2:** Create and improve mechanisms, methods of implementation, personnel evaluation, praise system, disciplinary action against violators; The mechanism and method of organizing the inspection task is to prevent the abridgement of personnel at each level.	7.2 Introduce the praise system for getting license and/or qualification①③ 7.2 Introduce the anonymous compliance desk for employees②⑬ 7.2 Omnidirectional assessment and estimation on personal performance①③
Learning & Growth	7.1 7.2 Employees level and abilities up, KPI: Carla pass, Salary, License, Qualification 7.3 7.4 Development of Internal audit staff KPI: Carla Pass to Internal Audit	**Plan 7.3:** Create and improve the cooperation with external audit and also improve the correction of audit results; **Plan 7.4:** Capacity building for personnel who work on internal audit to be stronger.	7.3 Improve annual inspection and estimation system by internal audit ①⑬ 7.4 Select experienced personnel for internal audit team ③⑬

EDL BSC Model: Department Level Action Plan

BSC Model of EDL

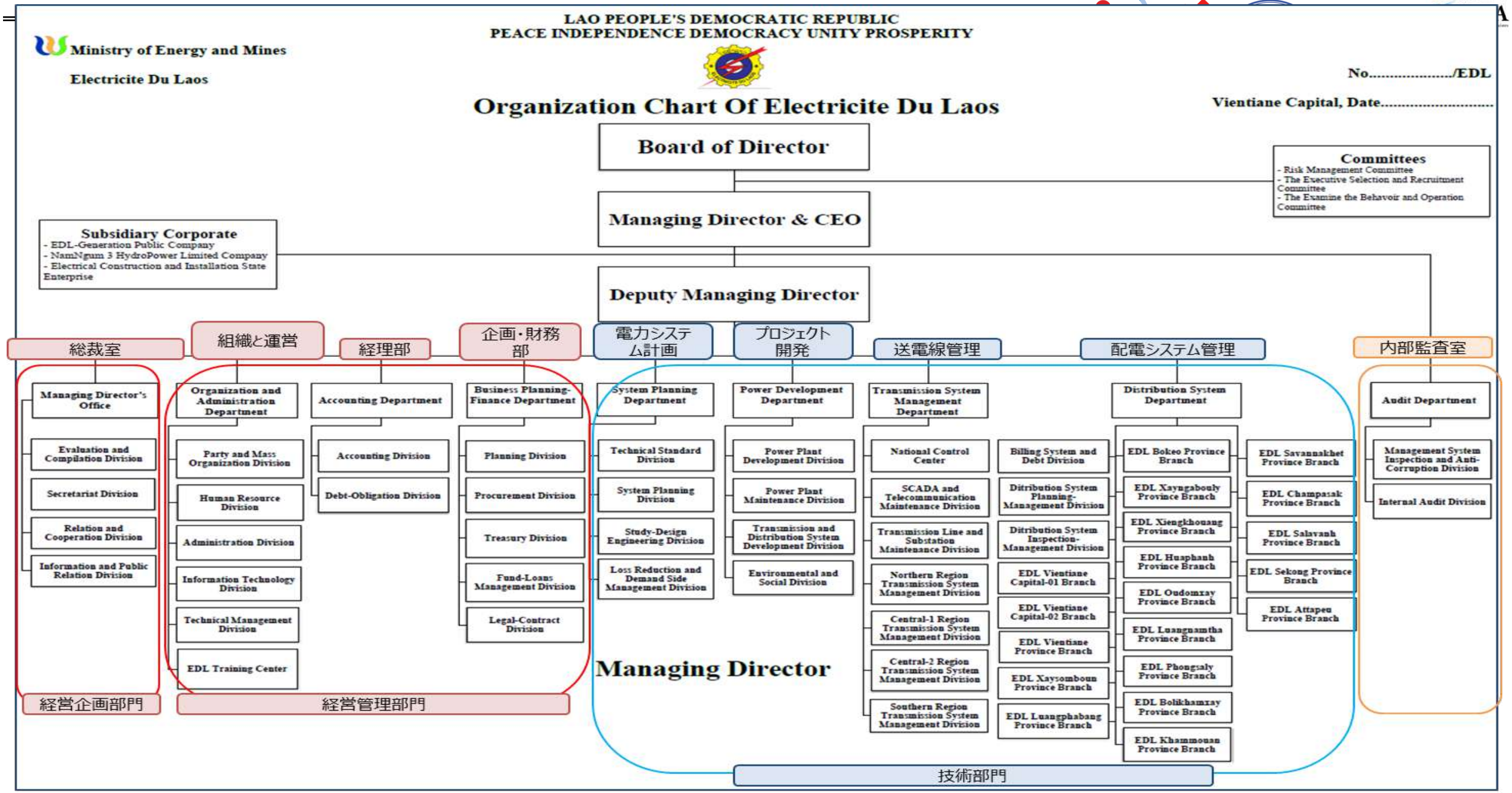
Prospective	Key success factor, KPI	Current Strategy	Company Action Plan
Customer			
Stakeholders			
Finance			
Inner Process			
Learning & Growth			

EDL and JICA study team discuss and decide the KPIs and Action Plan

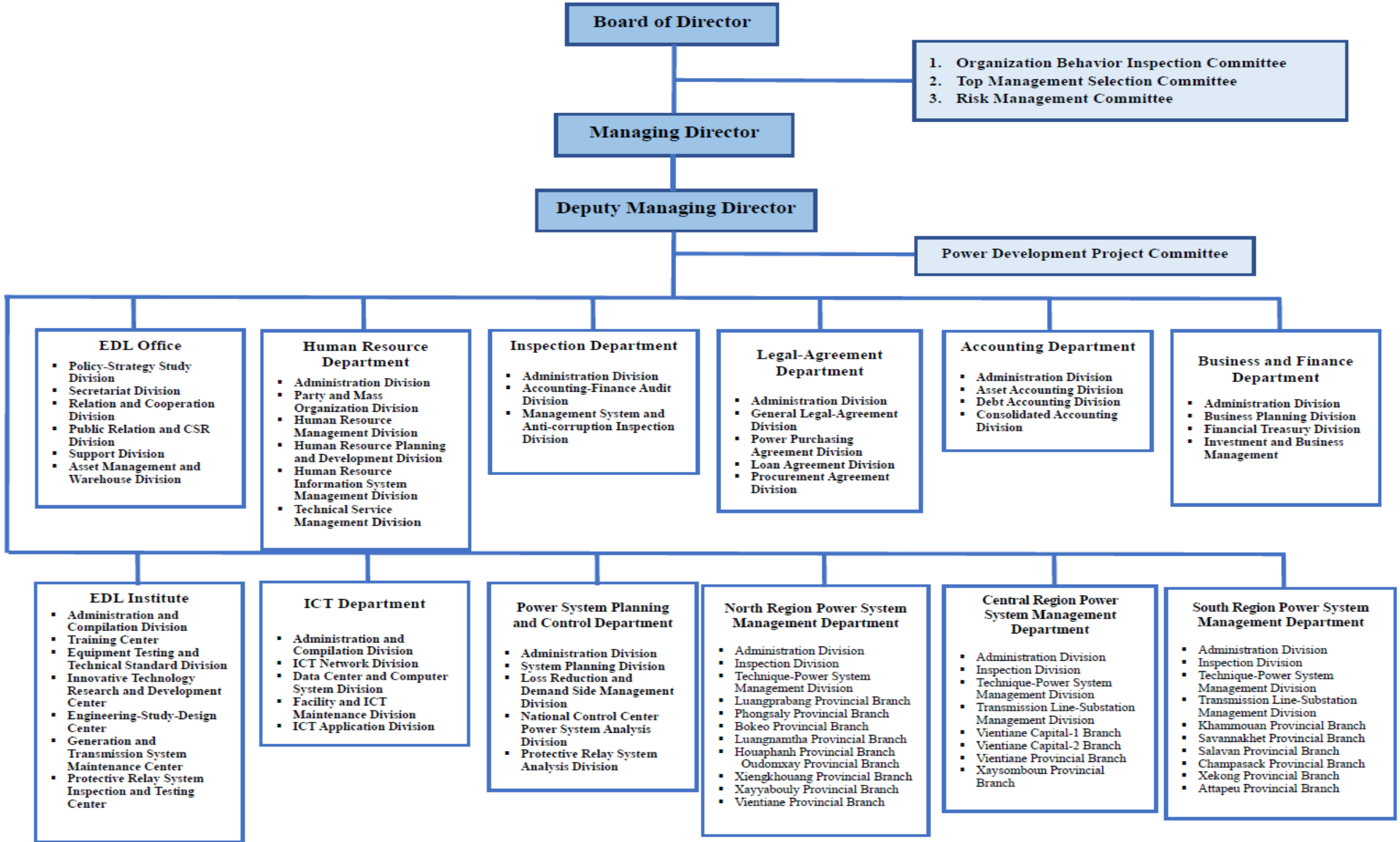
Department Level KPI and Action Plan

	Department
①	All EDL departments
②	EDL Office
③	Human Resource
④	Business and Finance
⑤	Legal-Agreement
⑥	Accounting
⑦	ICT
⑧	EDL Institute
⑨	Power System Planning and Controle
⑩	North Region Power System Management
⑪	Central Region Power System Management
⑫	South Region Power System Management
⑬	Inspection

EDL organization before reform: before 2022



EDL organization after reform (from Jan. 2023)



EDL organization after reform (from Jan. 2023)

Old: before 2022.12

Department	Division
Managing Director's Office	Secretariat
	Relation and Cooperation
	Information and Public Relation
	Evaluation and Compilation
Audit	Management System Inspection and Anti-Corruption
	Internal Aidit
Organization and Administration	Party and Mass Organization
	Administration
	Technical Management
	Human Resource
	Information Technology
	EDL Training Center

New: after 2023.1

Division	Department
Secretariat	EDL Office
Relation and Cooperation	
Public Relation and CSR	
Support	
Policy-Strategy Study	
Asset Management and Warehouse	
Administration	Inspection
Management System and Anti-Corruption Inspection	
Accounting-Finance Audit	
Party and Mass Organization	Human Resource
Administration	
Technical Service Management	
Human Resource Management	
Human Resource Planning and Development	
Human Resource Information System Management	
Administration and Compilation	ICT
ICT Network	
Data Center and Computer System	
Facility and ICT Maintenance	
ICT Application	

EDL organization after reform (from Jan. 2023)

Old: before 2022.12

Business Planning Finance	Planning
	Treasury
	Legal Contract
	Fund-Loans Management
	Procurement
Power Development	Power Plant Development
	Power Plant Maintenance
	Transmission and Distribution System Development
	Environmental and Social
System Planning	Technical Standard
	System Planning
	Loss Reduction and Demand Side Management
	Study-Design-Engineering

New: after 2023.1

Administration	**Business and Finance**
Business Planning	
Financial Treasury	
Investment and Business Management	
Administration	**Legal-Agreement**
General Legal-Agreement	
Power Purchasing Agreement	
Loan Agreement	
Procurement Agreement	
Administration and Compilation	**EDL Institute**
Training Center	
Equipment Testing and Technical Standard	
Engineering-Study-Design Center	
Generation and Transmission System Maintenance Center	
Protective Relay System Inspection and Testing Center	
Administration	**Power System Planning and Controle**
System Planning	
Loss Reduction and Demand Side Management	
National Controle Center Power System Analysis	
Protective Relay System Analysis	

EDL organization after reform (from Jan. 2023)

Old: before 2022.12		New: after 2023.1	
Transmission System Management	National Controle Center	Administration	North Region Power System Management
	SCADA and Telecomunication Meintenance	Inspection	
	Transmission Line and Substations Maintenance	Technique-Power System Management	
	Northen Region Transmission System Meintenance	Luangphabang Provincial Branch	
	Central-1 Region Transmission System Meintenance	Phongsaly Provincial Branch	
	Central-2 Region Transmission System Meintenance	Bokeo Provincial Branch	
	Southern Region Transmission System Meintenance	Luangnamtha Provincial Branch	
		Houaphanh Provincial Branch	
		Xiengkhouang Provincial Branch	
		Oudomxay Provincial Branch	
		Xayyabouly Provincial Branch	
Distribution System	Billing System and Debt	Administration	Central Region Power System Management
	Distribution SystemPlanning-Maintenance	Inspection	
	Distribution System Inspection-Management	Technique-Power System Management	
	EDL Vientiane Capital-01 Branch	Transmission Line-Substation Management	
	EDL Vientiane Capital-02 Branch	Vientiane Capital-01 Branch	
	EDL Vientiane Province Branch	Vientiane Capital-02 Branch	
	EDL Xaysombon Province Branch	Vientiane Provincial Branch	
	EDL Luangphabang Province Branch	Xaysombon Provincial Branch	
	EDL Bokeo Province Branch	Bolikhamxay Provincial Branch	
	EDL Xayyabouly Province Branch		
	EDL Xiengkhouang Province Branch	Administration	South Region Power System Management
	EDL Houaphanh Province Branch	Inspection	
	EDL Oudomxay Province Branch	Technique-Power System Management	
	EDL Luangnamtha Province Branch	Transmission Line-Substation Management	
	EDL Phongsaly Province Branch	Khammouan Provincial Branch	
	EDL Bolikhamxay Province Branch	Savanakhet Provincial Branch	
	EDL Khammouan Province Branch	Champasak Provincial Branch	
	EDL Savanakhet Province Branch	Salavanh Provincial Branch	
	EDL Champasak Province Branch	Sekong Provincial Branch	
	EDL Salavanh Province Branch	Attapeu Provincial Branch	
	EDL Sekong Province Branch		
	EDL Attapeu Province Branch		

Recommendation for EDL's organization reform

Appreciated points:

①EDL Office

- enhance to revise corporate strategy and planning with BSC
- enhance to assess the performance of all departments in EDL

②Technology and Information Department

- acceleration force to applicate IT for all department in EDL
- improve working efficiency, data accuracy and swift response

③EDL Institute

- enhance to introduce new technology for all technical matters in EDL
- improve and enhance engineer's ability and level by training
- establish and revise the regulations and manuals for design and O&M

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Recommendation for EDL's organization reform

Appreciated points:

④Human Resource Department

- improve and develop evaluation guidelines with KPIs
- enhance employee's ability and incentive by assessment

⑤Legal agreement Department

- strengthen negotiation know how and skill for IPPs PPA and loan debt
- improve the legal level to international standard

⑥Business and Finance Department

- useful for decision making on investment with average unit price
- create annual budget plan and monitoring system
- improve the financial model and analysis

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Recommendation for EDL's organization reform

Further recommendations:

Strengthen EDL's advantage and customer services

① Environmental Dept. for Green House Gas(GHG) reduction

- Responsible department to reduce and manage GHG emissions
- Increase GHG value by CO2 certificate such as I-Rec
- Application of hydrogen, EV and storage system for new business

②Customer services Department

- Responsible department to increase customer satisfaction
- Improve billing system for not only customer but also EDL
- Customer calling center for compliance and better services

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Recommendation of number of employees

Firm manpower: necessary person for operating power utilities

・Administration, Accounting, Financing, Corporate planning, Audit, Human resource management, and so on

Valuable manpower: depend on sales volume, peak load, size of power facilities, service area, number of customer, and so on

・Amount of Power sales, Peak load, Services area

・Amount of Power plant, Transmission line, Substation and Distribution

・Power source, Generation mix, Fuel cost, O&M cost

・Power system reliability, Quality and so on

First step analysis: Compare to surrounding ASEAN power utilities including Japan between employees and annual power sales

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The number of employees in ASEAN countries

The relationship between the number of employees and annual power sales (see the table below) (other considerable factors; Annual generation (GWh), Peak load (GW), Service area (km2), Number of customer, and so on)

EDL : Number of employees: 5400, Annual power sales (2022): 9,705 GWh

ASEAN countries: Laos, Cambodia, Thai, Vietnam, Malaysia, Indonesia, Japan

Power Utilities: EDL, EDC, MEA, PEA, EGAT, EVN, TNB, SESB(Sabah Electricity Sdn. Bhd), SEB(Sarawak Energy Bhd), PLN, and 10 Japanese power utilities

KPI	unit	EDL	EDC	MEA	PEA	EGAT	EVN	TNB	SESB	SEB	PLN
Annual sales	GWh	9,705	11,800	50,971	139,687	196,795	242,717	143,992	3,728	28,590	257,600
Employees	people	5,400	5,087	10,002	28,168	15,592	99,997	34,938	2,600	5,442	54,129

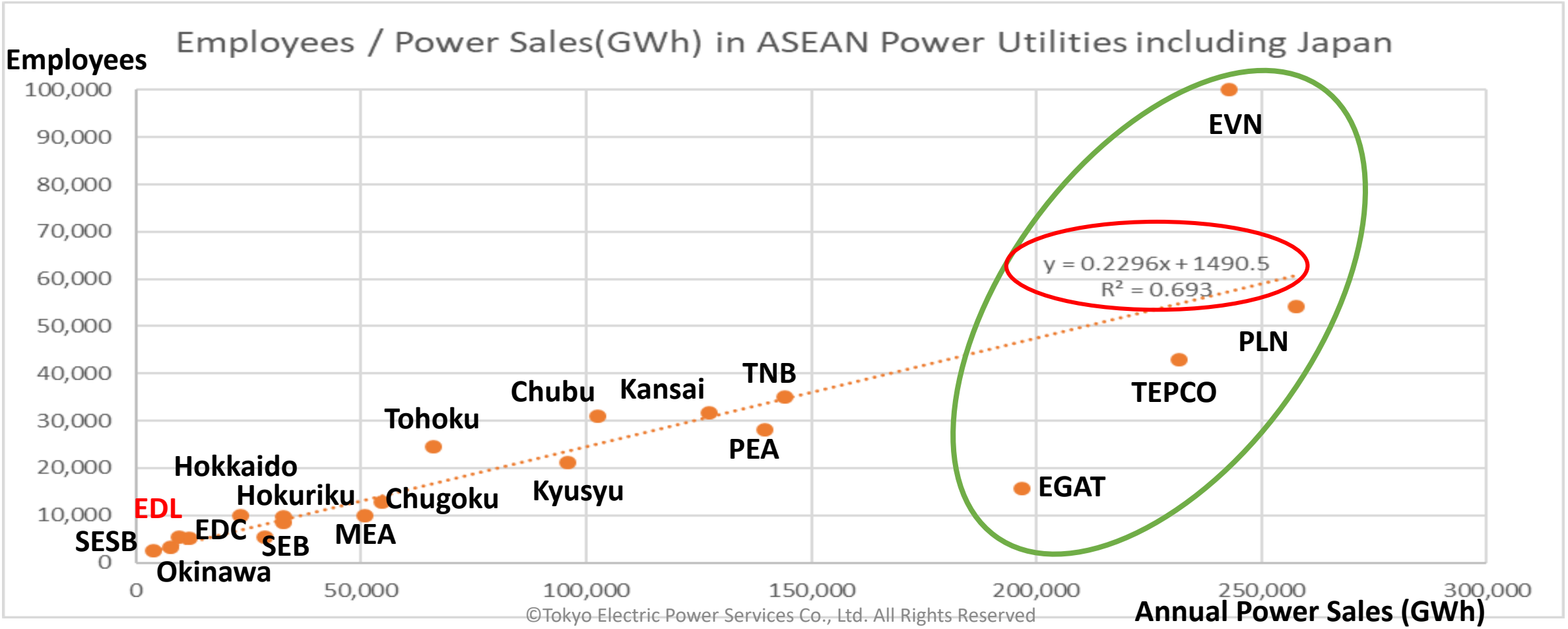
Okinawa	Shikoku	Hokuriku	Hokkaido	Chugoku	Tohoku	Kyusyu	Chubu	kansai	Tokyo
7,704	32,725	32,691	23,375	54,603	65,940	96,000	102,400	127,287	231,500
3,351	8,490	9,623	10,005	12,885	24,528	21,096	30,898	31,628	42,944

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The number of employees in ASEAN countries

Regression analysis; Linear Relation between Employees and Annual power sales

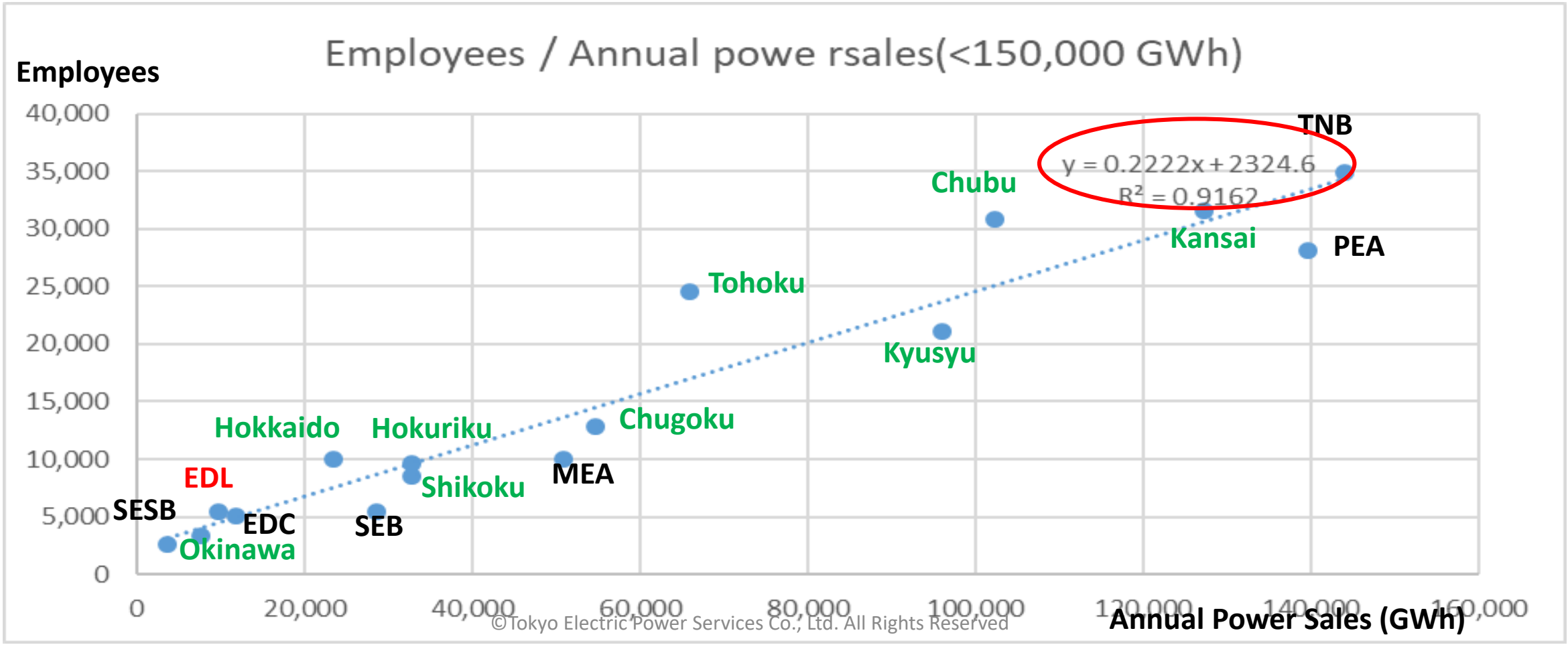
- Ordinary Least Squares(OLS), Simple regression line: Y=0.2296 X+1,491
- coefficient of determination: R^2=0.693← correlation is not so high



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Recommendation of employees in EDL

- Exclude large power utilities (Power sales >150,000GWh): EGAT, TEPCO, EVN, PLN
- Coefficient of determination: R^2=0.9162 ← high correlation
- Target EDL employees: 0.2222 x 9,705 GWh + 2,325 = 4,481



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Recommendation of number of employees

- Application of Linear regression analysis for EDL
- Estimated EDL's number of employees (present power sales: 9,705 GWh) are around 4,500.
- EDL needs more than 13,841 GWh of annual power sales at present number of employees (5,400) .

Please take account of the situation of power utilities such as following conditions.

- business scope , structure, regulation, service area, service level, and so on

EDL should reduce employees using following measures with compliance

- Efficiency of work, Kaizen activities, Automatic control, ICT, and so on

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添付資料 44 添付資料 JCC3_Kamata_HRM&D_JCC 報告[1]

添付資料 44

HRM&D related activity report for JCC

JICA team

A. Kamata

December 12th, 2023

PJ Objectives for HRM & HRD

- A human resource management and development plan will be developed.



- Corporate strategy, financial and investment plans, and HRM and HRD plans are developed in harmony with each other.
- The PDCA cycle is executed using Key Performance Indicators (KPIs).

Expected Outcome 3

EDL's human resource management and development framework will be strengthened.

The results of my six consulting visits to Laos and several web conferences will be reported.

Human Resource Management

OUTCOME 3

Personnel Management

・Recruitment
・Human Resource Development
・Evaluation of human resources
・Personnel Planning

Strategic Operations

Talent Management

Management activities of HR necessary to achieve the company's business strategies and goals

Motivation
Appropriate placement
Provide an environment for career advancement
Clarification of future vision

Personnel Department

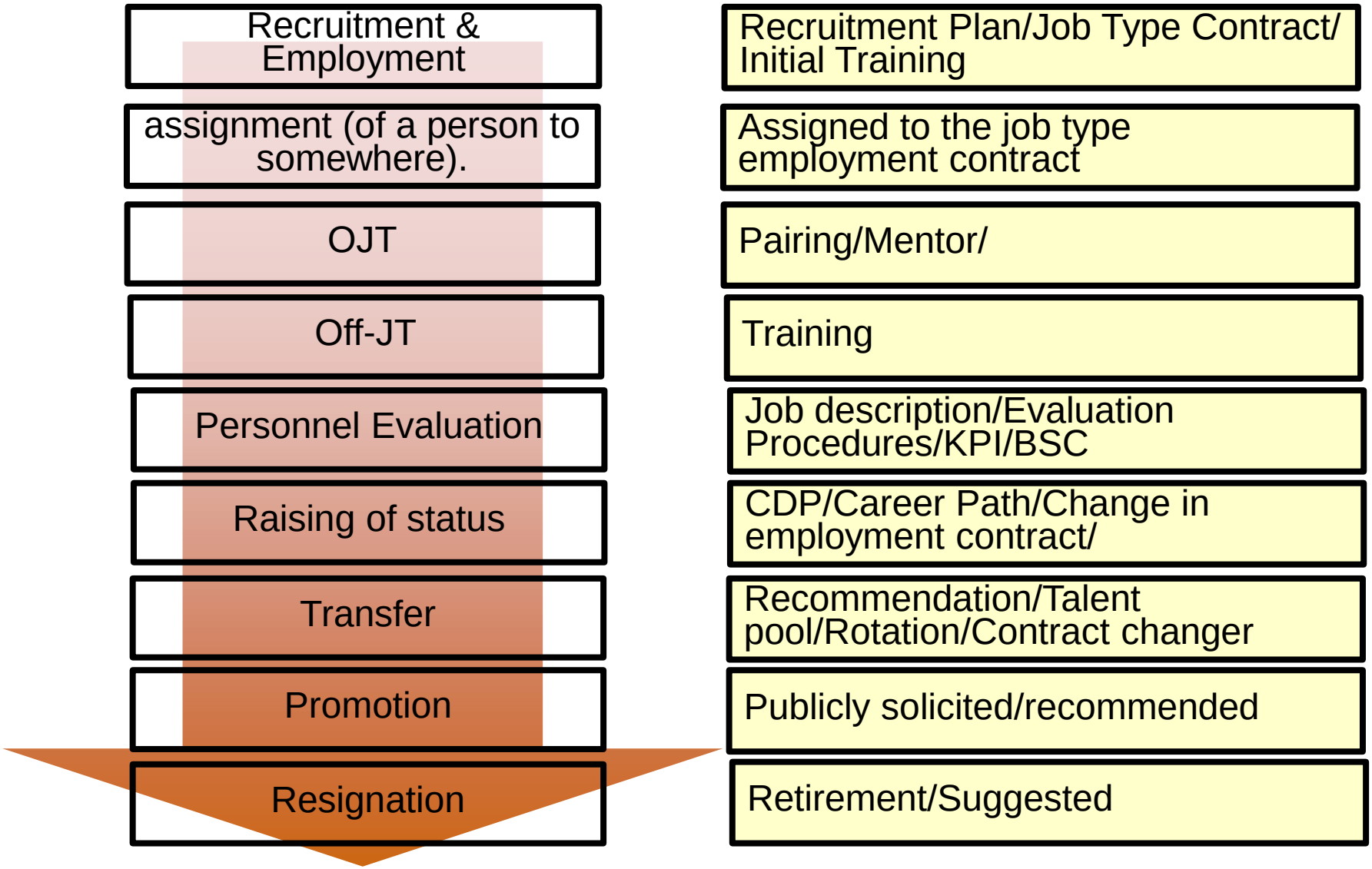
Labor Management

Routine tasks

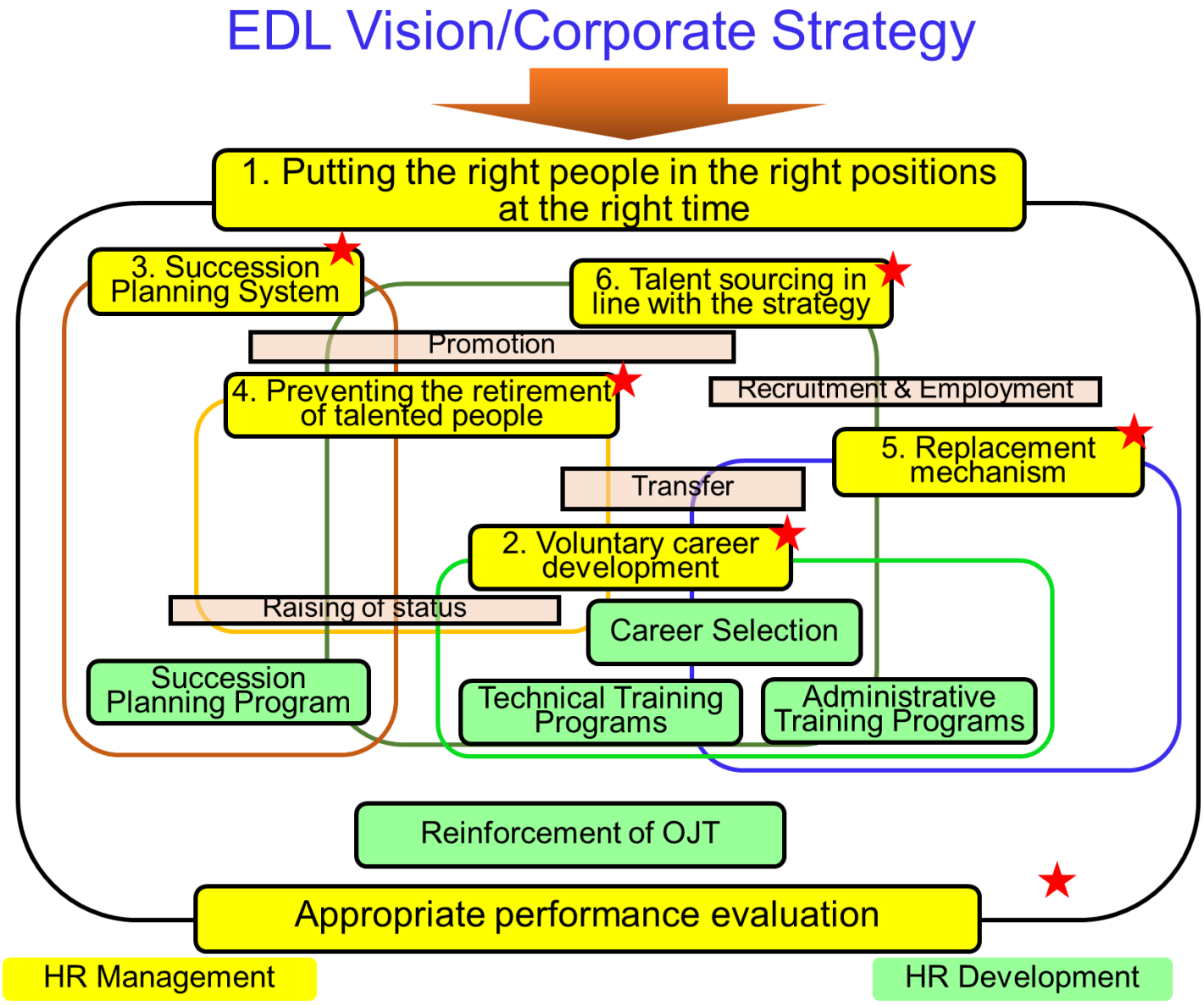
・Attendance management and payroll calculation
・Social Insurance Procedures
・Entrance and exit procedures
・Preparation of work rules
・Maintenance of welfare benefits
・Occupational health and safety

General Affairs

Human Resources Management Flow

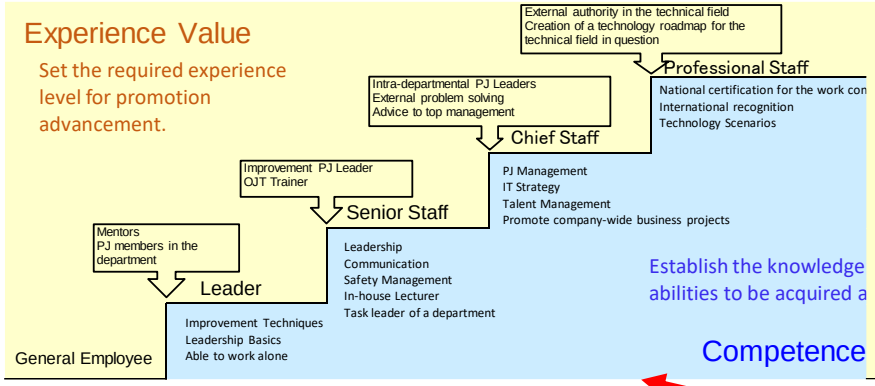


Overall view of HRM&D from the function of the HR department

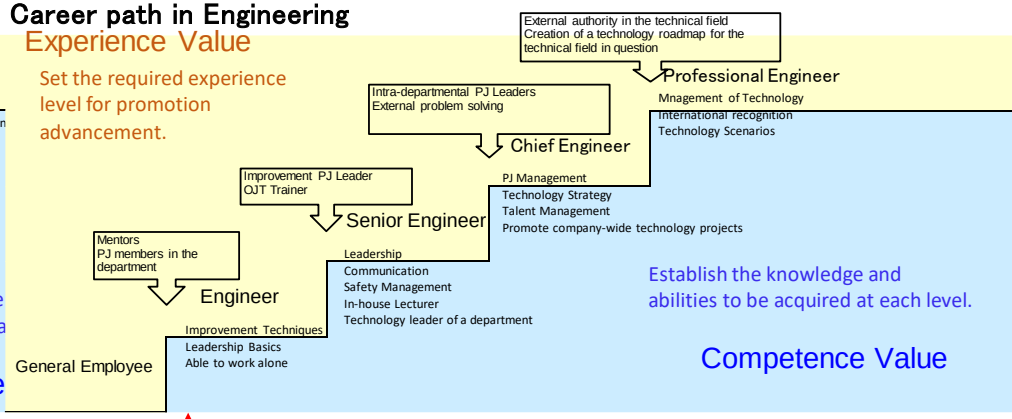


Career Path Design of EDL –JICA team proposal–

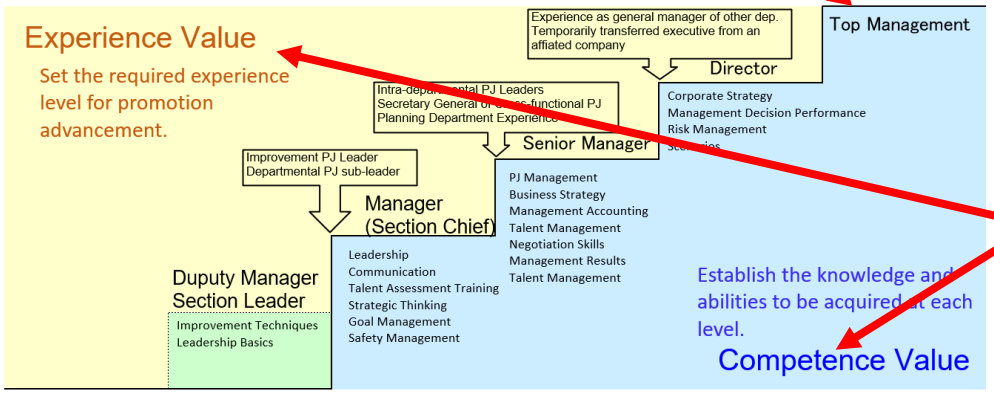
Career path in Staff



Career path in Engineering



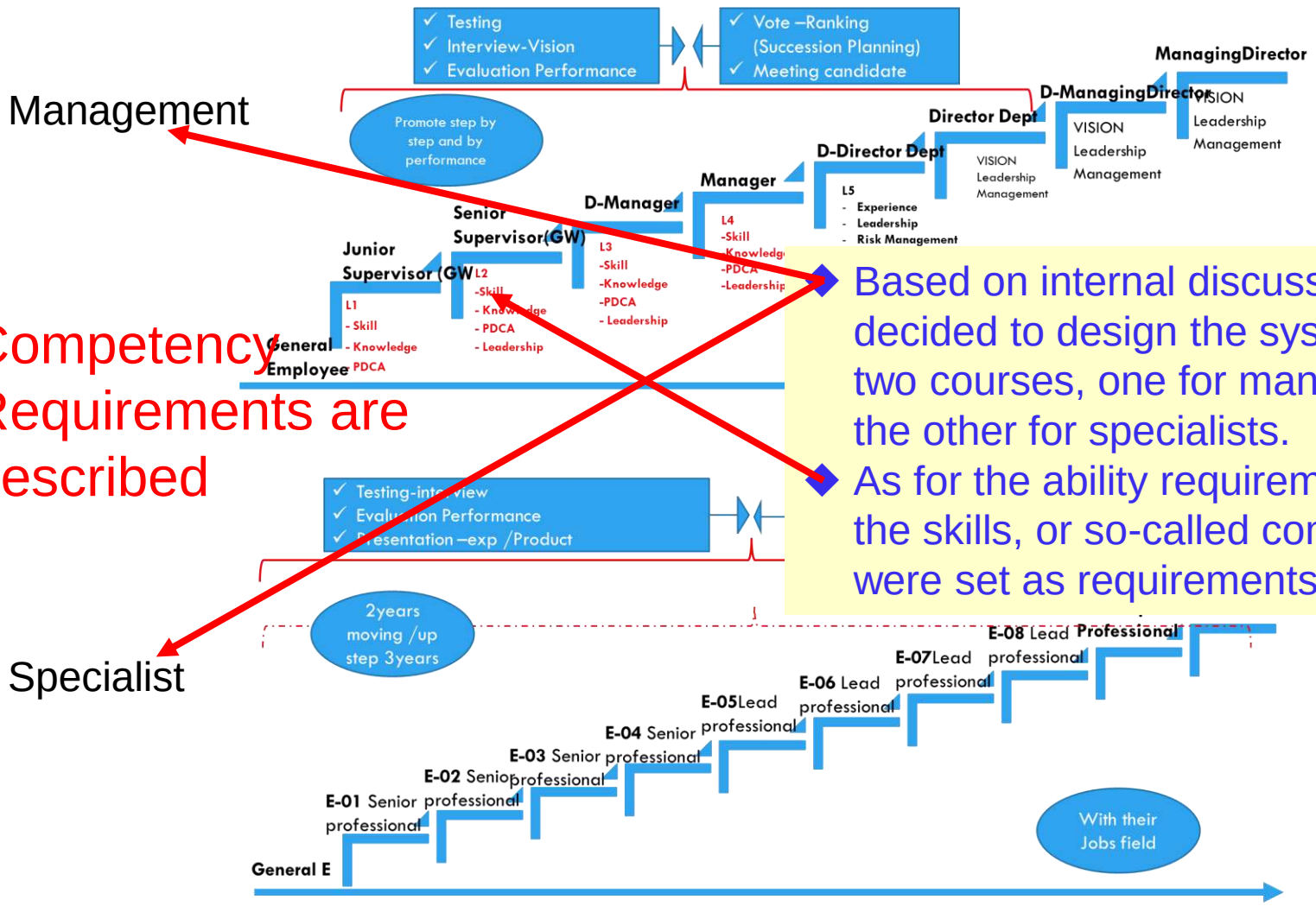
Career path for management



The JICA team proposed a career path system to visualize careers and required competencies in three courses: management, staff, and engineers.

As for the required capabilities, the team proposed to design skill capabilities and experience levels for each level.

Career Path Design of EDL –EDL's Design-



Individual Assignment is proceeding

Career Path Design of EDL

- The design of the career path system is almost complete.
- Individual assignments for the Specialist course have also begun.
- EDL aim to complete it by the end of next year, including assignments for the Management course.
  - Ranks in the Management course are almost synchronized with job titles.
- It will be necessary to consider the value of experience as a capability requirement.
- It is desirable to ensure fairness and appropriateness in the selection of talent pooled personnel.

Review of Mentor Program Overview

The mentor system is a system in which senior employees close to the employee's age (mentors) listen carefully to new hires and young employees (mentees) on a one-on-one basis through daily conversations and regular interviews as good advisors not only for work-related issues but also for career development and other issues.

Mentee

Company Rules
Human relations
Business Procedures
Techniques and Skills
Business Troubles (Troubles)



Mentor

・Communication skills through listening, talking, advising, and teaching.
・Techniques and skills through teaching. ・Deepening of knowledge
・Building relationships with junior staff

Consultation

Listening and advising

・Early adaptation to company life
・Early start-up of business execution
・Trusting relationship with seniors

Motivation
Strengthening Organizational Capability

Mentor system

- Preparations for the implementation of the mentoring system are almost complete.
  - Mentoring system manual
  - Responsibility team: HRD
  - Mentor assignment
  - Mentor training 52persons
- EDL plans to start Mentoring from the beginning of next year.



- All employees shall be informed.
- To increase the understanding of the mentor and the mentee's immediate supervisor.
- Ensure regular follow-up.

Management Training for junior managers

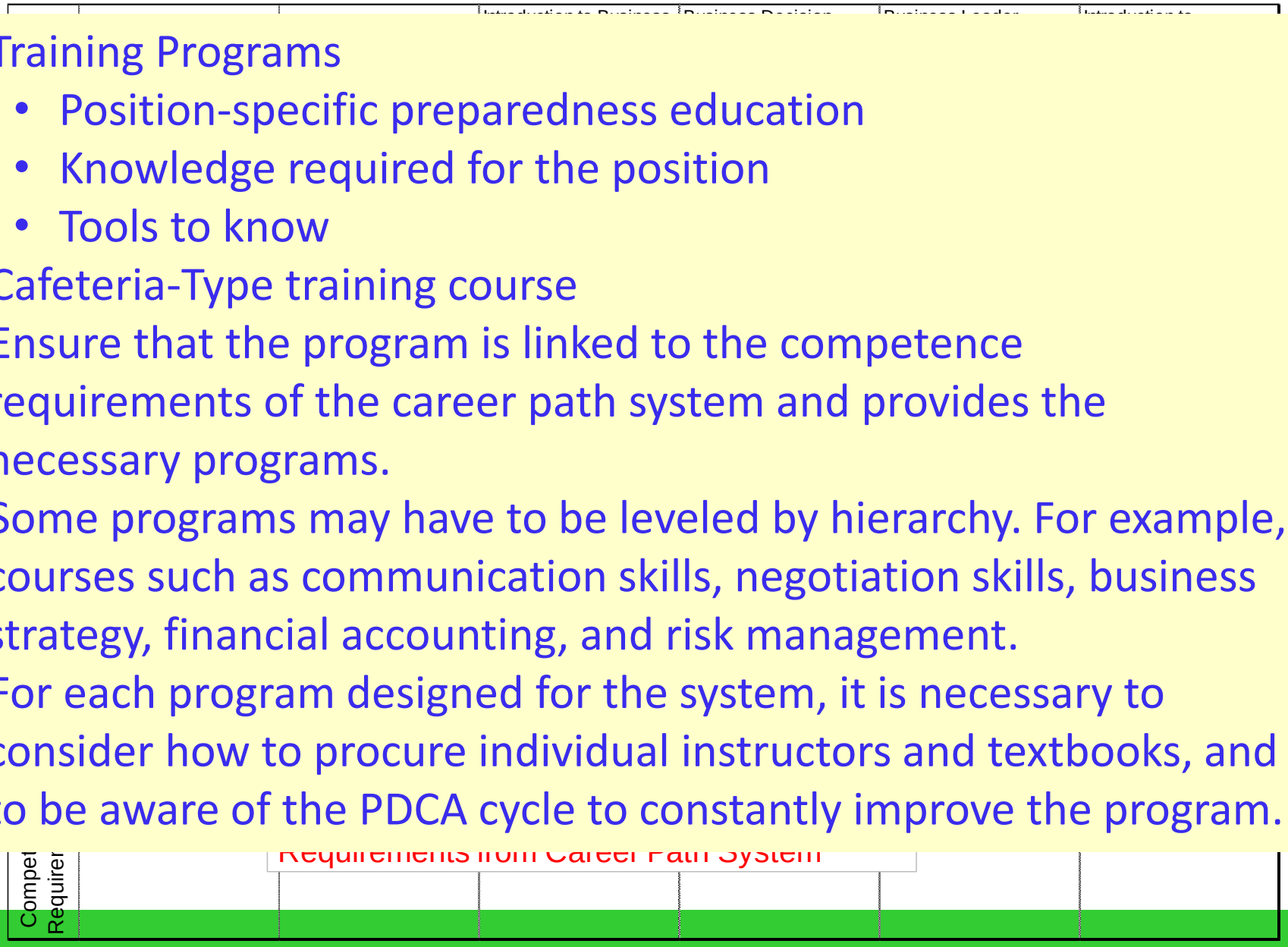
This series of programs are short version of manager training in Japan, I do.

	2022/Jul.	2022/Sep.	2023/Feb.		2023/May		Video	2023/Sep.		Video	2023/Dec.	
1.Readiness of Junior managers												
①Developing the Organization												
②Getting team members to Achieve Goals												
③Developing Your Own Abilities												
Skills required for managers												
2.Leadership												
3.Communication												
4.Negotiation												
5.Logical Thinking												
Tools for managers												
5.Label Meeting												
6.SWOT Analysis and Scenario				SW		OT						
7.Profit/Loss Analysis and Management												
8.Issue setting and Action Plan												
9.Indicator management												
10.KAIZEN for Administrativ Dep.												
Video seminars available												

Trial **Training Program**

This training was conducted based on the recognition that it is important for the company to educate personnel who are new to management to be aware of and to have the minimum necessary knowledge.

Toward self-sustaining delivery of training programs



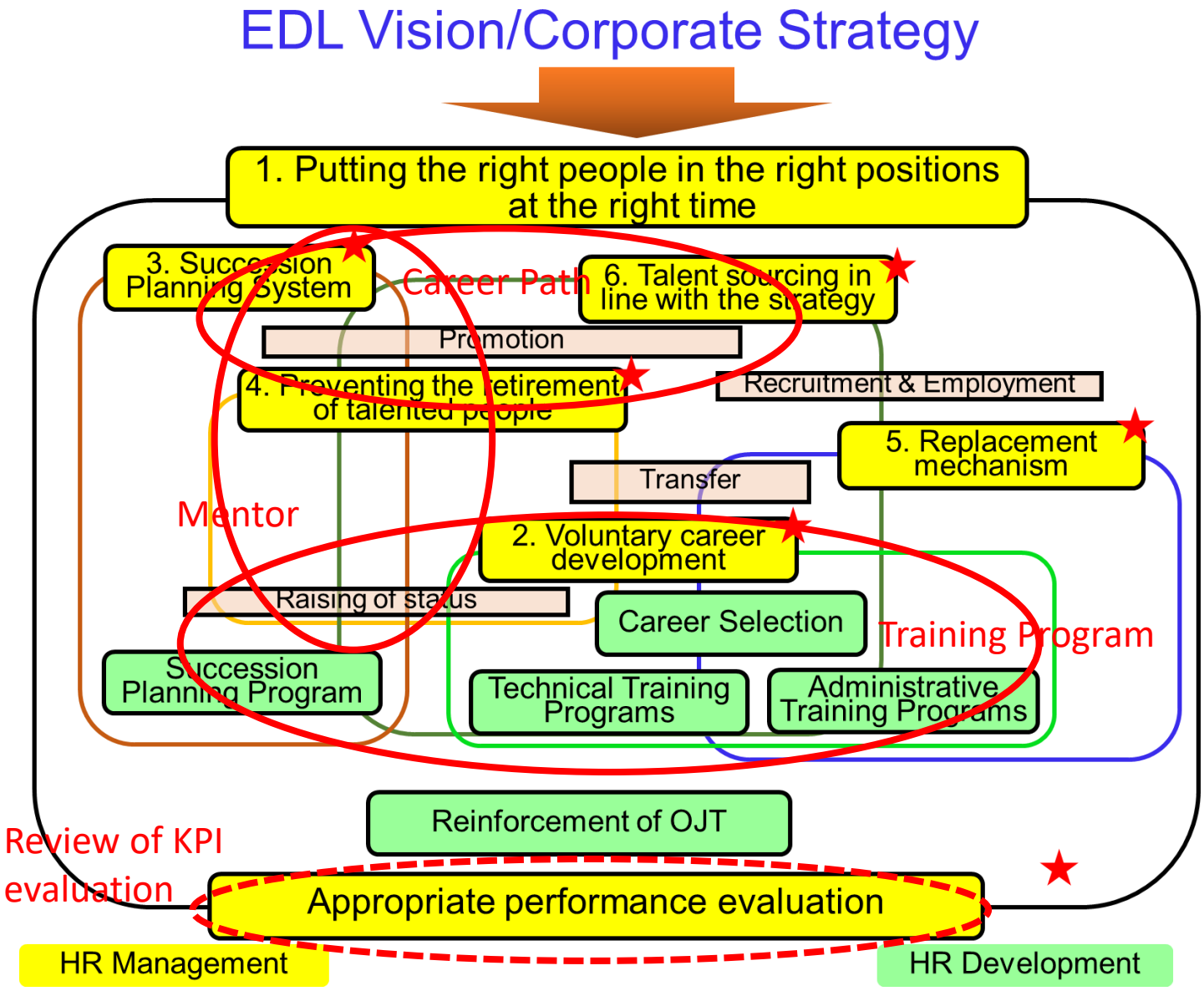
- Training Programs
  - Position-specific preparedness education
  - Knowledge required for the position
  - Tools to know
- Cafeteria-Type training course
- Ensure that the program is linked to the competence requirements of the career path system and provides the necessary programs.
- Some programs may have to be leveled by hierarchy. For example, courses such as communication skills, negotiation skills, business strategy, financial accounting, and risk management.
- For each program designed for the system, it is necessary to consider how to procure individual instructors and textbooks, and to be aware of the PDCA cycle to constantly improve the program.

Training of trainers for self-sustaining operation

- Experience of training procedures through sharing texts and interpreting actions by management training.
  - Readiness
  - Knowledge
  - Tool
- Improve strategic planning capacity for the strategy team through the BSC implementation process
  - Vision Creation
  - BSC implementation procedure
  - Deployment of Corporate BSC to Departments
  - Deployment of strategies into annual budget

- Human Resource Development Plan
- Corporate BSC
- Strategy Map

Overall view of HRM&D from the function of the HR department

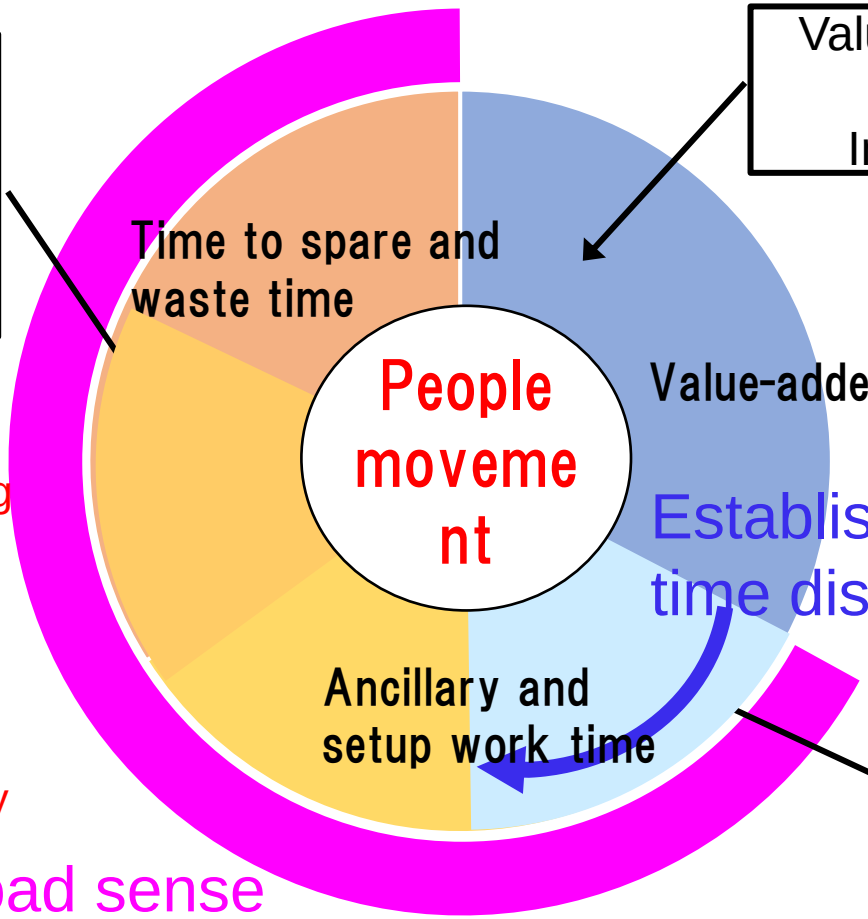


Appendix: Time is the basis for improvement

The time of labor is limited. How to efficiently use up the resource of time is the basis of productivity improvement. Improvement begins with defining what is the added value of administrative work and considering everything else as basically waste. It is important to be conscious of increasing the time to add value.

Elements that only increase cost
⇓
Eliminate thoroughly

Value-added elements
⇓
Increase this ratio



Establish and maintain time discipline.

Elements that can improve efficiency

- Time spent operating a smartphone
- Multiple people working on a single screen
- Lao time???
  Minutes delay

Wasted in a broad sense

What should be done in the future

- Aim to develop and manage hum… …
  human resources core compe…
  - Define EDL's enterprise-wide …
  - Correlate with the BSC and … …ecard for the human resources department.
- Expand the number of educational trainers within EDL.
  - Link to the ranks of the Specialist Course in the Career Path System.
  - Strengthen collaboration with external educational institutions.
- Establish a career selection system
  - Include a career selection scheme in the ICD
- Clarify time discipline ➡ Improved business productivity
  - Increase the ratio of work time to value added
  - Enable time analysis and workflow analysis
  - Specify value-added and ancillary work in the job description

Internationally competitive company

添付資料 45 添付資料 JCC4_（JCC） EDL Financial business planning 1211+KI2

添付資料 45

Project for Improvement of Power Utility Management in Lao PDR

JCC - Financial Business Planning

JICA Consultant Team

Vientiane

December 2023

Financial Business Planning

Purpose of Financial Business Planning

The purpose of Financial Business Planning

Predict the future from a financial perspective in order to achieve sustainable management

By Financial Business Planning…

1. Appropriate tariff level can be set
2. Investment decisions can be done with loan repayment consideration
3. Target of cost reduction can be set
4. Impact of FX fluctuation can be figured out
5. Be able to conduct strategic lender negotiations etc.



Basic Concept and Key Assumptions of Base Case

Basic Concept		1. Simple: Make model structure very simple for easy use at EDL in the future 2. Big picture: Input Data and calculation are not so detailed, because they are not needed for overall understanding and it takes long time to make them detailed
Key Assumptions	Revenue	1. Domestic Tariff: Set by each category at current level and **no increase** in the future 2. Export Price: Set by each country and voltage with **no increase** basically 3. Sales Volume: Based on the demand forecast from system planning dep.
	Electricity Purchase	1. Domestic Price: Set by each power plant and based on future estimate 2. Import Price: Set by each country and voltage with **no increase** basically 3. Purchase Volume: Based on the future estimate from system planning dep.
	CAPEX	1. New Investment: Transmission line etc. 2. Depreciation: Fix rate method for simplifying
	Loan	1. New Loan: 80% of new investment 2. Principal Repayment: 5% of outstanding amount 3. Interest Repayment: Average interest rate is 3.52%
	AP	1. Balance at year end: 20% of yearly purchase (**Accumulated balance is paid in 2023**)
	FX rate	1. USD: 20% increase in 2023, **9% increase in 2024, 2% increase every year after 2025**

Key Financials of Base Case

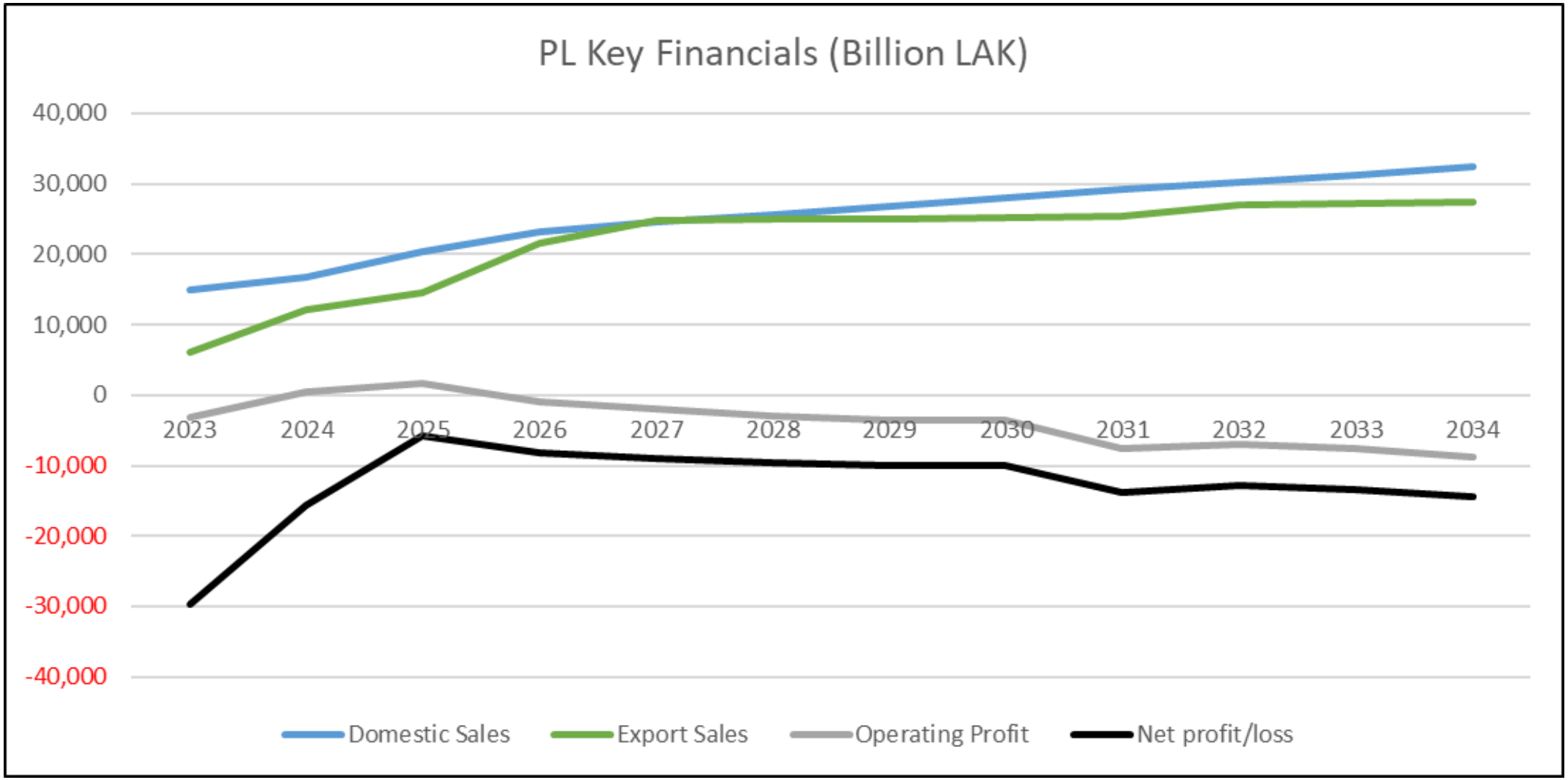
Tentative information
(Input data needs to be refined)

EDL financial model

		Check	OK 2022 Actual	OK 2023 Forecast	OK 2024 Forecast	OK 2025 Forecast	OK 2026 Forecast	OK 2027 Forecast	OK 2028 Forecast	OK 2029 Forecast	OK 2030 Forecast	OK 2031 Forecast	OK 2032 Forecast	OK 2042 Forecast	OK 2052 Forecast	OK 2062 Forecast
			0	1	2	3	4	5	6	7	8	9	10	20	30	40
1. Key financials																
Unit: Billion LAK																
	Domestic Sales			14,932	16,707	20,323	23,233	24,616	25,689	26,912	28,114	29,217	30,230	42,440	62,733	70,801
	Export Sales			6,069	12,150	14,517	21,582	24,764	24,932	25,043	25,140	25,377	27,054	40,264	52,415	68,774
	Electricity Purchase			22,995	26,870	31,709	43,378	49,183	51,598	53,485	55,000	60,410	62,405	81,062	108,187	154,601
PL	Depreciation			1,784	1,121	1,051	1,890	1,715	1,589	1,498	1,435	1,379	1,332	1,135	969	842
	Operating Profit			-3,250	472	1,679	-864	-1,937	-2,993	-3,462	-3,622	-7,647	-6,914	-69	5,230	-16,807
	Profit/Loss before interest and tax			-25,187	-10,809	-1,014	-3,547	-4,541	-5,399	-5,803	-5,899	-9,863	-9,072	-1,712	3,990	-17,751
	Interest expenses			4,529	4,781	4,785	4,706	4,460	4,225	4,110	4,000	3,894	3,797	2,884	2,176	1,659
	Net profit/loss			-29,715	-15,591	-5,799	-8,253	-9,001	-9,624	-9,913	-9,898	-13,757	-12,869	-4,597	1,451	-19,410
	Cash and cash equivalents		2,818	-28,478	-40,507	-50,627	-60,700	-71,764	-83,401	-95,444	-107,516	-122,650	-137,843	-224,375	-249,779	-364,874
	Property, plant and equipment		18,243	15,324	19,380	54,737	53,859	52,535	51,292	50,422	49,299	48,226	47,197	42,055	34,661	28,694
BS	Trade and other payables		29,171	4,599	5,374	6,342	8,676	9,837	10,320	10,697	11,000	12,082	12,481	16,212	21,637	30,920
	Borrowings		109,680	125,347	134,672	134,143	130,176	120,309	117,019	113,851	110,813	107,913	105,356	79,854	60,269	45,975
	Retained earnings		-58,650	-88,365	-103,956	-109,755	-118,007	-127,009	-136,632	-146,545	-156,443	-170,200	-183,069	-251,052	-264,086	-375,791
	Net Asset		-51,605	-81,320	-96,911	-102,710	-110,963	-119,964	-129,588	-139,500	-149,399	-163,155	-176,024	-244,007	-257,042	-368,746
	CF from operating activities			-20,088	1,189	2,691	1,688	168	-1,138	-1,820	-2,111	-5,420	-5,643	1,349	6,755	-15,546
CS	CF from investing activities			-409	-6,686	-4,827	-891	-553	-578	-605	-646	-705	-1,037	-300	-300	-300
	CF from financing activities			-10,799	-6,531	-7,985	-10,870	-10,679	-9,921	-9,618	-9,315	-9,010	-8,512	-6,847	-5,108	-3,839
	Total sales volume (M KWH)			16,208	20,961	22,144	27,805	30,786	31,538	32,426	33,124	35,202	35,470	49,175	67,360	74,626
	Total purchase volume (M KHW)			19,305	21,612	23,564	29,331	32,314	33,119	34,079	34,757	37,029	37,784	51,404	71,879	79,239
	Dif			3,097	652	1,419	1,526	1,528	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter																
2.1	**Domestic tariff growth (residential)**	Accumulate		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2	**Domestic tariff growth (non-residential)**	Accumulate		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3	**Cost reduction of electric purchase**	Not Accumulate		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4	**FX rate fluctuation (USD)**	Accumulate		20%	9%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5	**AP turnover rate**	Normal: 20%		20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6	**Loan Repayment Rate**	Normal: 5%		5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

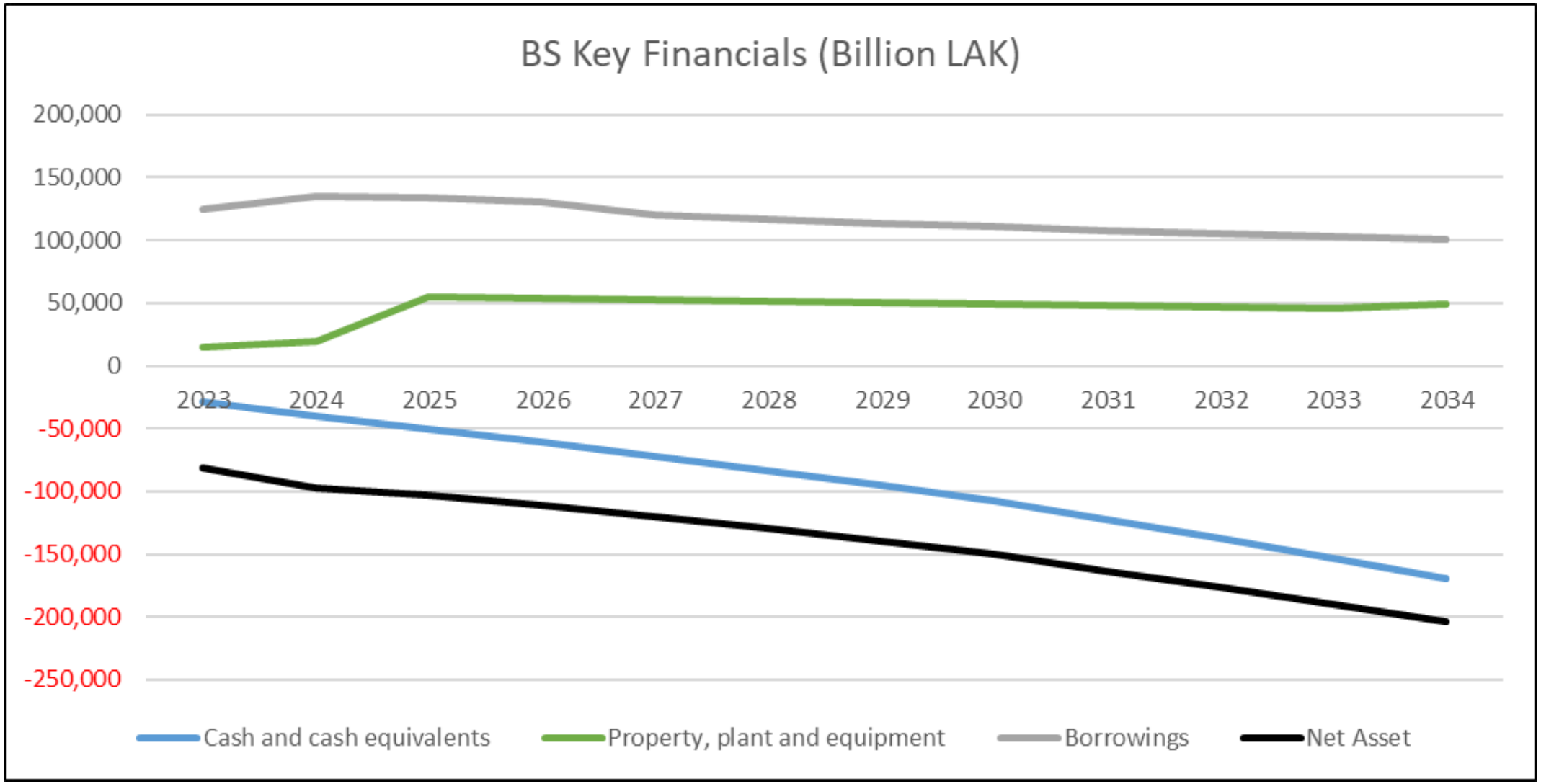
PL Key Financials of Base Case

Tentative information
(Input data needs to be refined)



BS Key Financials of Base Case

Tentative information
(Input data needs to be refined)



Example of Scenario Analysis

Parameter	Base Case	Example of Scenario
Domestic Tariff Growth (residential)	No increase	5% increase from 2024-2026
Domestic Tariff Growth (non-residential)	No increase	50% increase in 2024, 30% in 2025, 20% in 2026, 10% in 2027
Electricity Purchase	No decrease	5% decrease from 2024-2026
FX rate fluctuation	USD: 9% increase in 2024, 2% increase after 2025	USD: 20% increase in 2024, 10% in 2025, 5% in 2026, 2% after 2027
AP Payment	20% of yearly purchase (**Accumulated balance is paid in 2023**)	150% in 2023, 130% in 2024, 100% in 2025, 50% in 2026, 30% in 2027
Loan	Principal repayment: 5% of outstanding amount	Principal repayment: 3% of outstanding amount up to 2026 (5% after 2027)

Key Financials of Sample Scenario

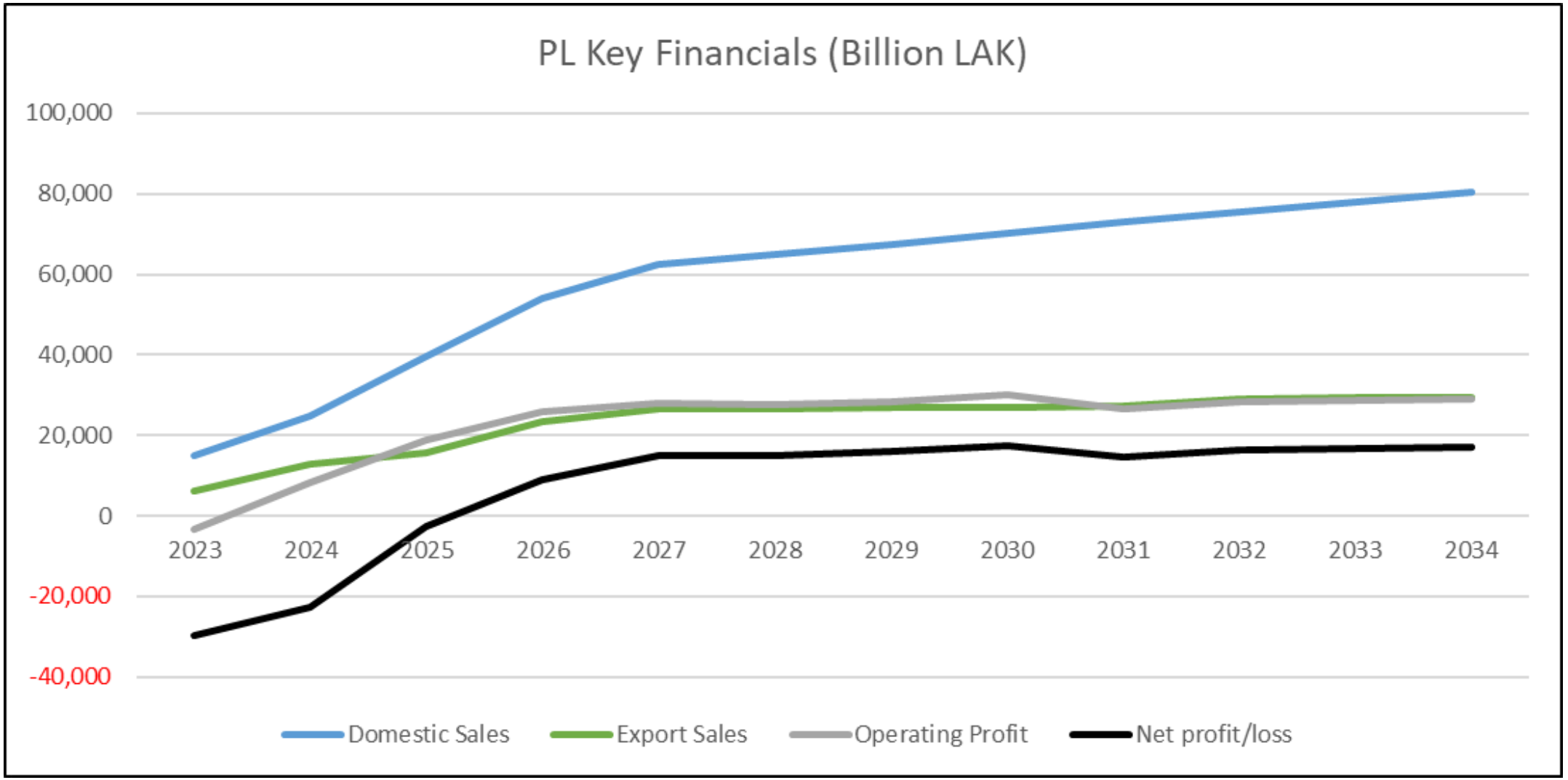
Example

EDL financial model

		Check	OK 2022 Actual 0	OK 2023 Forecast 1	OK 2024 Forecast 2	OK 2025 Forecast 3	OK 2026 Forecast 4	OK 2027 Forecast 5	OK 2028 Forecast 6	OK 2029 Forecast 7	OK 2030 Forecast 8	OK 2031 Forecast 9	OK 2032 Forecast 10	OK 2042 Forecast 20	OK 2052 Forecast 30	OK 2062 Forecast 40
1. Key financials																
Unit: Billion LAK																
	Domestic Sales			14,932	24,834	39,683	54,191	62,550	64,788	67,351	70,245	72,877	75,338	104,877	152,904	173,173
	Export Sales			6,069	12,732	15,621	23,287	26,508	26,715	26,867	27,005	27,289	29,010	42,672	55,385	72,440
	Electricity Purchase			22,995	27,657	35,071	49,188	58,889	61,564	63,657	65,236	71,718	74,050	95,282	125,209	178,793
PL	Depreciation			1,784	1,121	1,055	1,919	1,745	1,619	1,528	1,465	1,408	1,361	1,174	1,001	868
	Operating Profit			-3,250	8,353	18,701	25,869	27,911	27,797	28,501	30,008	26,486	28,372	50,383	81,139	64,796
	Profit/Loss before interest and tax			-25,187	-17,244	3,256	17,409	24,458	24,568	25,361	26,956	23,518	25,483	48,200	79,506	63,565
	Interest expenses			4,575	5,429	5,976	6,173	5,949	5,669	5,511	5,359	5,214	5,079	3,830	2,866	2,163
	Net profit/loss			-29,762	-22,672	-2,720	8,989	14,807	15,119	15,880	17,277	14,643	16,323	35,496	61,312	49,122
	Cash and cash equivalents		2,818	4,008	635	4,198	3,825	6,013	11,820	24,156	37,793	49,852	62,528	310,491	779,344	1,310,327
	Property, plant and equipment		18,243	15,324	19,583	56,171	55,382	54,028	52,755	51,924	50,770	49,668	48,610	43,964	36,222	29,968
BS	Trade and other payables		29,171	34,493	35,955	35,071	24,594	17,667	12,313	12,731	13,047	14,344	14,810	19,056	25,042	35,759
	Borrowings		109,680	127,985	154,458	169,188	172,624	161,485	156,965	152,610	148,429	144,431	140,867	105,988	79,343	59,896
	Retained earnings		-58,650	-88,412	-111,084	-113,804	-104,816	-90,008	-74,889	-59,009	-41,732	-27,089	-10,765	267,553	759,642	1,299,597
	Net Asset		-51,605	-81,367	-104,039	-106,760	-97,771	-82,963	-67,845	-51,965	-34,687	-20,044	-3,721	274,598	766,687	1,306,642
	CF from operating activities			9,806	8,306	15,907	11,358	17,087	19,865	26,014	26,953	25,033	25,409	42,690	67,279	53,724
CS	CF from investing activities			-409	-7,331	-5,674	-1,022	-609	-640	-673	-723	-794	-1,201	-300	-300	-300
	CF from financing activities			-8,206	-4,348	-6,670	-10,710	-14,290	-13,418	-13,005	-12,593	-12,180	-11,532	-9,168	-6,802	-5,075
	Total sales volume (M KWH)			16,208	20,961	22,144	27,805	30,786	31,538	32,426	33,124	35,202	35,470	49,175	67,360	74,626
	Total purchase volume (M KHW)			19,305	21,612	23,564	29,331	32,314	33,119	34,079	34,757	37,029	37,784	51,404	71,879	79,239
	Dif			3,097	652	1,419	1,526	1,528	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter																
2.1	**Domestic tariff growth (residential)**	Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2	**Domestic tariff growth (non-residential)**	Accumulate	0%	50%	30%	20%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3	**Cost reduction of electric purchase**	Not Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4	**FX rate fluctuation (USD)**	Accumulate	20%	20%	10%	5%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5	**AP turnover rate**	Normal: 20%	150%	130%	100%	50%	30%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6	**Loan Repayment Rate**	Normal: 5%	3%	3%	3%	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%	5%

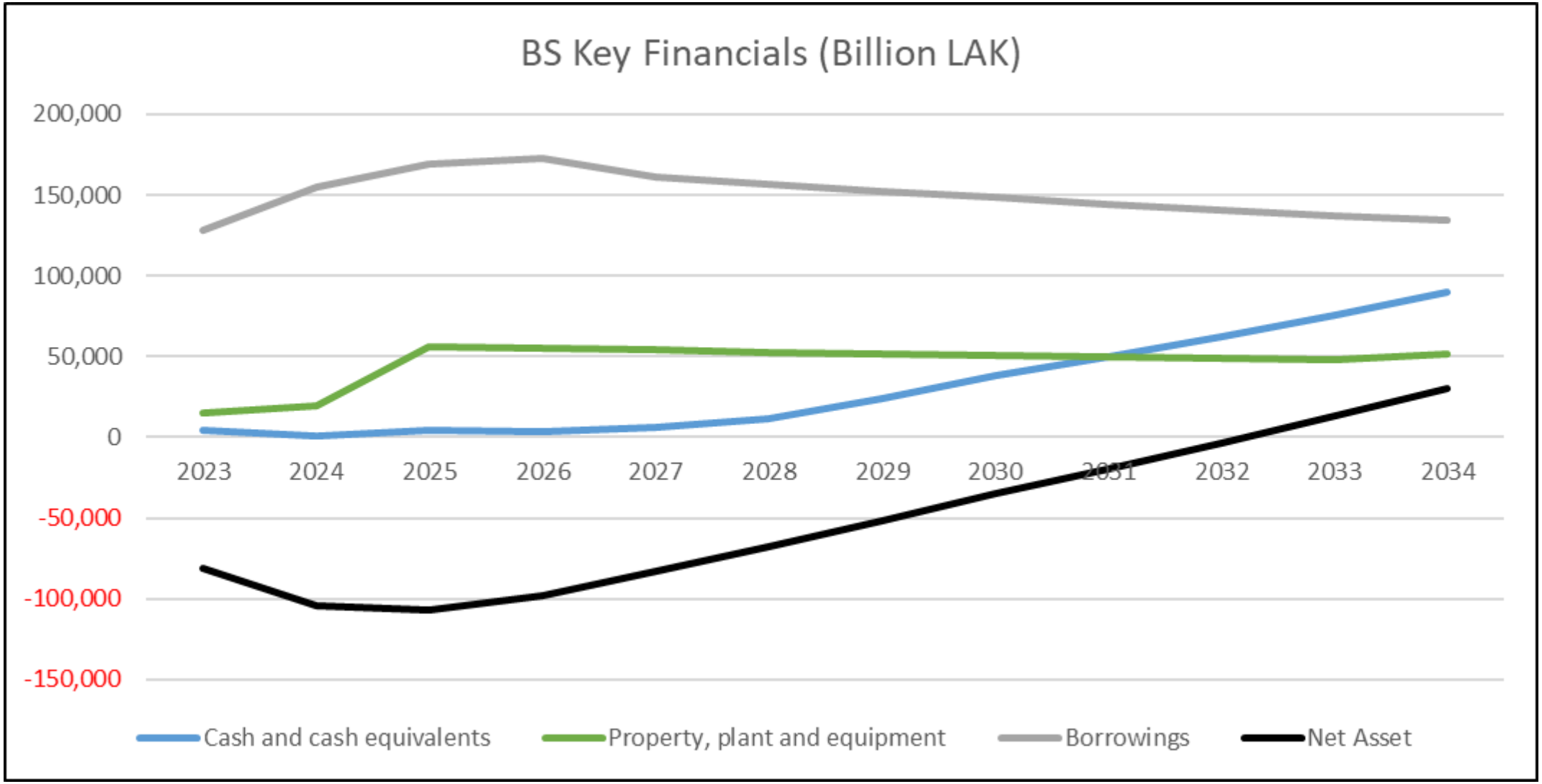
PL Key Financials of Sample Scenario

Example



BS Key Financials of Sample Scenario

Example



Challenges and tasks for enhancement

Challenges/Tasks	Contents	Note	EDL and/or JICA Consultant Team
1. Input data review	Input data needs to be reviewed. (Output data review is also effective in order to find out input errors)	Ex. Sales volume v.s. Purchase volume, CAPEX is enough??	EDL (and JCT)
2. Starting year update	The latest actual information in 2022 needs to be updated with 2023		EDL: Input data update JCT: Formula change
3. Model structure enhancement	Based on EDL's request, JCT will modify model structure	Ex. FX, Tax, etc.	JCT
4. Scenario analysis	Another parameter can be added for scenario analysis enhancement	Ex. Pessimistic demand forecast	JCT (based on the requests from EDL)
5. Loan information	If detailed loan information is provided, JCT can assist EDL in debt rescheduling and explanation to MOF		EDL and JCT
6. EDL-G	EDL-G should be also scoped in as a separate model		EDL/EDL-G/JCT

Debt Management & Reorganization

Indicative Financial Forecast

~ Key Financials of Base Case Scenario

Tentative information
(Input data needs to be refined)

EDL financial model

		Check	OK 2022 Actual	OK 2023 Forecast	OK 2024 Forecast	OK 2025 Forecast	OK 2026 Forecast	OK 2027 Forecast	OK 2028 Forecast	OK 2029 Forecast	OK 2030 Forecast	OK 2031 Forecast	OK 2032 Forecast	OK 2042 Forecast	OK 2052 Forecast	OK 2062 Forecast
			0	1	2	3	4	5	6	7	8	9	10	20	30	40
1. Key financials																
Unit: Billion LAK																
	Domestic Sales			14,932	16,707	20,323	23,233	24,616	25,689	26,912	28,114	29,217	30,230	42,440	62,733	70,801
	Export Sales			6,069	12,150	14,517	21,582	24,764	24,932	25,043	25,140	25,377	27,054	40,264	52,415	68,774
	Electricity Purchase			22,995	26,870	31,709	43,378	49,183	51,598	53,485	55,000	60,410	62,405	81,062	108,187	154,601
PL	Depreciation			1,784	1,121	1,051	1,890	1,715	1,589	1,498	1,435	1,379	1,332	1,135	969	842
PL	Operating Profit			-3,250	472	1,679	-864	-1,937	-2,993	-3,462	-3,622	-7,647	-6,914	-69	5,230	-16,807
PL	Profit/Loss before interest and tax			-25,187	-10,809	-1,014	-3,547	-4,541	-5,399	-5,803	-5,899	-9,863	-9,072	-1,712	3,990	-17,751
PL	Interest expenses			4,529	4,781	4,785	4,706	4,460	4,225	4,110	4,000	3,894	3,797	2,884	2,176	1,659
PL	Net profit/loss			-29,715	-15,591	-5,799	-8,253	-9,001	-9,624	-9,913	-9,898	-13,757	-12,869	-4,597	1,451	-19,410
A	Cash and cash equivalents		2,818	-28,478	-40,507	-50,627	-60,700	-71,764	-83,401	-95,444	-107,516	-122,650	-137,843	-224,375	-249,779	-364,874
BS	Property, plant and equipment		18,243	15,324	19,380	54,737	53,859	52,535	51,292	50,422	49,299	48,226	47,197	42,055	34,661	28,694
BS	Trade and other payables		29,171	4,599	5,374	6,342	8,676	9,837	10,320	10,697	11,000	12,082	12,481	16,212	21,637	30,920
BS	Borrowings		109,680	125,347	134,672	134,143	130,176	120,309	117,019	113,851	110,813	107,913	105,356	79,854	60,269	45,975
B	Retained earnings		-58,650	-88,365	-103,956	-109,755	-118,007	-127,009	-136,632	-146,545	-156,443	-170,200	-183,069	-251,052	-264,086	-375,791
B	Net Asset		-51,605	-81,320	-96,911	-102,710	-110,963	-119,964	-129,588	-139,500	-149,399	-163,155	-176,024	-244,007	-257,042	-368,746
CS	CF from operating activities			-20,088	1,189	2,691	1,688	168	-1,138	-1,820	-2,111	-5,420	-5,643	1,349	6,755	-15,546
CS	CF from investing activities			-409	-6,686	-4,827	-891	-553	-578	-605	-646	-705	-1,037	-300	-300	-300
CS	CF from financing activities			-10,799	-6,531	-7,985	-10,870	-10,679	-9,921	-9,618	-9,315	-9,010	-8,512	-6,847	-5,108	-3,839
	Total sales volume (M KWH)			16,208	20,961	22,144	27,805	30,786	31,538	32,426	33,124	35,202	35,470	49,175	67,360	74,626
	Total purchase volume (M KHW)			19,305	21,612	23,564	29,331	32,314	33,119	34,079	34,757	37,029	37,784	51,404	71,879	79,239
	Dif			3,097	652	1,419	1,526	1,528	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter																
2.1	**Domestic tariff growth (residential)**	Accumulate		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2	**Domestic tariff growth (non-residential)**	Accumulate		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3	**Cost reduction of electric purchase**	Not Accumulate		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4	**FX rate fluctuation (USD)**	Accumulate		20%	9%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5	**AP turnover rate**	Normal: 20%		20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6	**Loan Repayment Rate**	Normal: 5%		5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

Indicative Financial Forecast

~ Key Financials of Sample Scenario

Example

EDL financial model

		Check	OK 2022 Actual 0	OK 2023 Forecast 1	OK 2024 Forecast 2	OK 2025 Forecast 3	OK 2026 Forecast 4	OK 2027 Forecast 5	OK 2028 Forecast 6	OK 2029 Forecast 7	OK 2030 Forecast 8	OK 2031 Forecast 9	OK 2032 Forecast 10	OK 2042 Forecast 20	OK 2052 Forecast 30	OK 2062 Forecast 40
1. Key financials																
Unit: Billion LAK																
	Domestic Sales			14,932	24,834	39,683	54,191	62,550	64,788	67,351	70,245	72,877	75,338	104,877	152,904	173,173
	Export Sales			6,069	12,732	15,621	23,287	26,508	26,715	26,867	27,005	27,289	29,010	42,672	55,385	72,440
	Electricity Purchase			22,995	27,657	35,071	49,188	58,889	61,564	63,657	65,236	71,718	74,050	95,282	125,209	178,793
PL	Depreciation			1,784	1,121	1,055	1,919	1,745	1,619	1,528	1,465	1,408	1,361	1,174	1,001	868
	Operating Profit			-3,250	8,353	18,701	25,869	27,911	27,797	28,501	30,008	26,486	28,372	50,383	81,139	64,796
	Profit/Loss before interest and tax			-25,187	-17,244	3,256	17,409	24,458	24,568	25,361	26,956	23,518	25,483	48,200	79,506	63,565
	Interest expenses			4,575	5,429	5,976	6,173	5,949	5,669	5,511	5,359	5,214	5,079	3,830	2,866	2,163
	Net profit/loss			-29,762	-22,672	-2,720	8,989	14,807	15,119	15,880	17,277	14,643	16,323	35,496	61,312	49,122
A	Cash and cash equivalents		2,818	4,008	635	4,198	3,825	6,013	11,820	24,156	37,793	49,852	62,528	310,491	779,344	1,310,327
	Property, plant and equipment		18,243	15,324	19,583	56,171	55,382	54,028	52,755	51,924	50,770	49,668	48,610	43,964	36,222	29,968
BS	Trade and other payables		29,171	34,493	35,955	35,071	24,594	17,667	12,313	12,731	13,047	14,344	14,810	19,056	25,042	35,759
	Borrowings		109,680	127,985	154,458	169,188	172,624	161,485	156,965	152,610	148,429	144,431	140,867	105,988	79,343	59,896
	Retained earnings		-58,650	-88,412	-111,084	-113,804	-104,816	-90,008	-74,889	-59,009	-41,732	-27,089	-10,765	267,553	759,642	1,299,597
B	Net Asset		-51,605	-81,367	-104,039	-106,760	-97,771	-82,963	-67,845	-51,965	-34,687	-20,044	-3,721	274,598	766,687	1,306,642
	CF from operating activities			9,806	8,306	15,907	11,358	17,087	19,865	26,014	26,953	25,033	25,409	42,690	67,279	53,724
CS	CF from investing activities			-409	-7,331	-5,674	-1,022	-609	-640	-673	-723	-794	-1,201	-300	-300	-300
	CF from financing activities			-8,206	-4,348	-6,670	-10,710	-14,290	-13,418	-13,005	-12,593	-12,180	-11,532	-9,168	-6,802	-5,075
	Total sales volume (M KWH)			16,208	20,961	22,144	27,805	30,786	31,538	32,426	33,124	35,202	35,470	49,175	67,360	74,626
	Total purchase volume (M KHW)			19,305	21,612	23,564	29,331	32,314	33,119	34,079	34,757	37,029	37,784	51,404	71,879	79,239
	Dif			3,097	652	1,419	1,526	1,528	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter																
2.1	**Domestic tariff growth (residential)**	Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2	**Domestic tariff growth (non-residential)**	Accumulate	0%	50%	30%	20%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3	**Cost reduction of electric purchase**	Not Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4	**FX rate fluctuation (USD)**	Accumulate	20%	20%	10%	5%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5	**AP turnover rate**	Normal: 20%	150%	130%	100%	50%	30%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6	**Loan Repayment Rate**	Normal: 5%	3%	3%	3%	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%	5%

EDL's Debt Repayment Capability

- EDL's current debt repayment capability is "not available" and it means EDL would face more severe situation either in operation and financing

bill. LAK	(A) Net Debt Balance as of 2032	(B) Source of Debt Repayment	Debt Repayment Capability (A/B)
Base Case Scenario	243,198	-47,420	*Not Available*
Sample Scenario	78,339	166,662	0.47 (= 4.7 years)

(A) Net Debt Balance as of 2032 ; Borrowing - Cash and Cash Equivalents

(B) Source of Debt Repayments ; Total amount of free cash flows in next 10 years (2023-2032)
Free cash flows (FCF) ; Cash flow from operating activities + Cash flow from investing activities

Enhancement of Debt Repayment Capability

- To enhance EDL's debt repayment capabilities, EDL is required
  - First, to strengthen EDL's **internal cash generation capacity**
  - Then, to obtain **external cash/ capital support** if debt burden would exceed EDL's inherent debt repayment capabilities

Internal Cash Generating Capacity	External Cash/ Capital Support
• **Profitability** ［**mid-to-long-term business planning & cash management**］ - Revenue increase/ cost down • **Cash efficiency** - working capital ［**short-term cash management**］ - capital investment ［**mid-to-long-term business planning & cash management**］ • **Asset divestment** ［not in discussion］ - land, buildings and facilities not in use - financial investments - operating assets ("sales and lease back" scheme)	• **Compensation for losses by Lao Government** • **New investment by third-party investors** • **Reschedule of debt repayments/ debt forgiveness by existing lenders** *Internal efforts would be required to discuss over external support with Government/ investors/ lenders*

Reorganization through company split (Organization)

Before reorganization

Shareholders (Lao Government)

shareholding 100%

IPPs → EDL (Current legal entity) ← loans ← Loan Lenders

1. Split the current EDL operation into two portions. One is GOOD (profitable) business and another is BAD (non-profitable) business
2. GOOD business is to be transferred to a newly established entity (**New Co.**) at **fair market value (FMV)**. EDL receives the proceed of the transfer of GOOD business.
3. EDL remains as **OLD Co.** with only BAD business.
4. OLD Co. is to be liquidated once all remaining debts are settled.

After reorganization

Shareholders (Lao Government)

shareholding 100%

Loan lenders → OLD Co. (Bad Co.)

NEW Co. (Good Co.) ← loans ← Loan lenders

NEW Co. (Good Co.) ← IPPs

company split

Transfer of assets/ liabilities at **Fair Market Value**

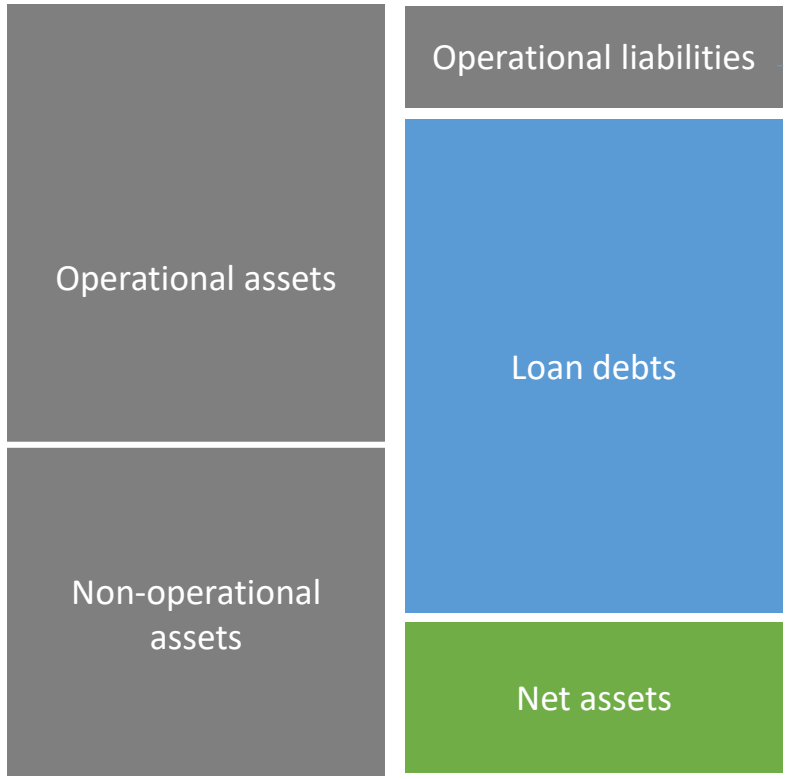
- Unprofitable business and Non-operational assets/ liabilities
- Excess of debts
- Excess of employees

- Profitable business and operational assets/ liabilities
- Proper amount of loan debts
- Proper number of employees

Reorganization through company split （Financials）

Before reorganization

EDL
<current legal entity>



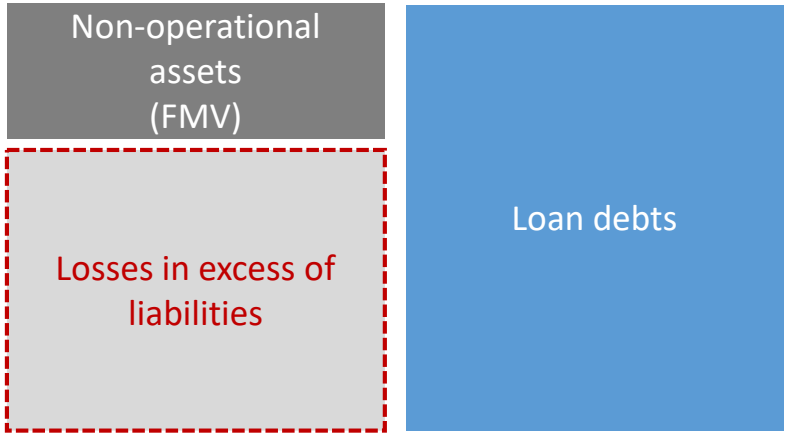
After reorganization

NEW Co.
< Good Co. >



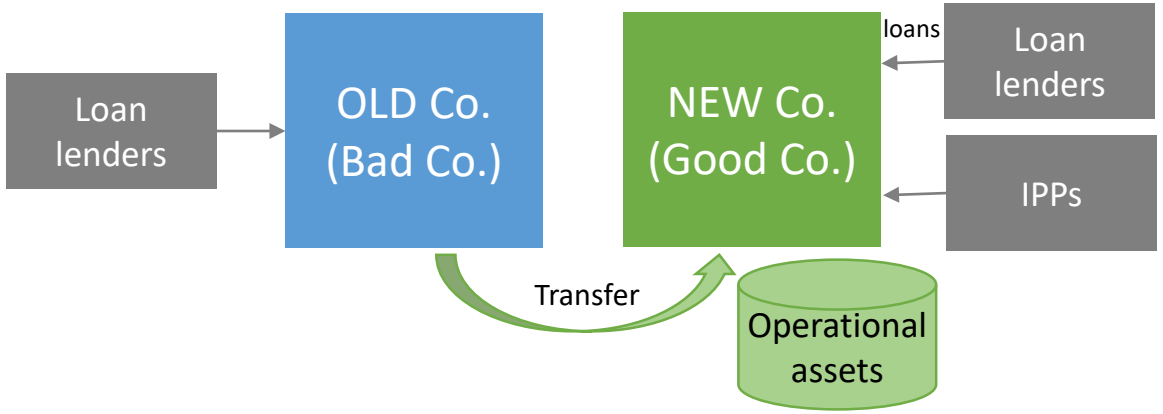
Financial (accounting) information of GOOD business is to be totally renewed at FMV through the transaction

OLD Co.
< Bad Co. >



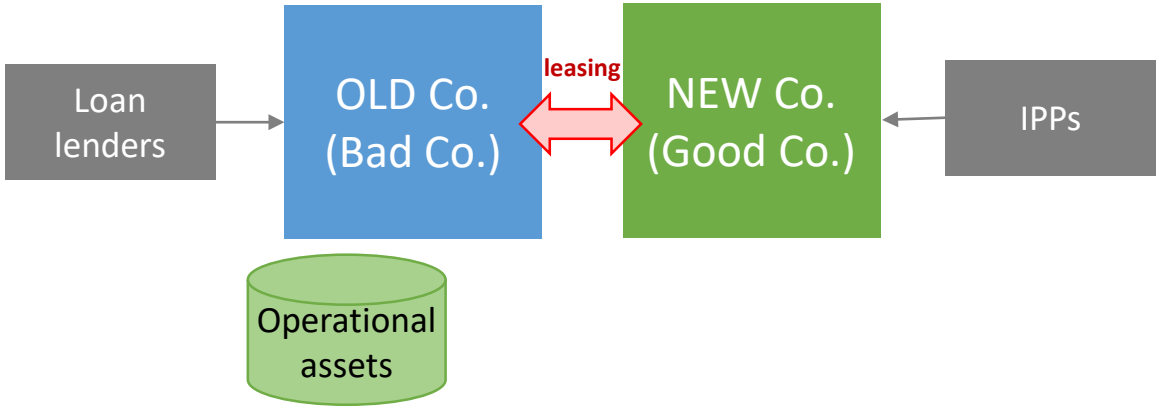
How to settle the debt burden to be remained in OLD Co.

Option A : Repayment by proceeds of operational assets



Debt repayment	Challenges
Proceeds from the transfer of GOOD business and sales of non-operational assets	Future profitability, or enterprise value, of NEW Co.

Option B : Repayment by lease fees paid by NEW Co.

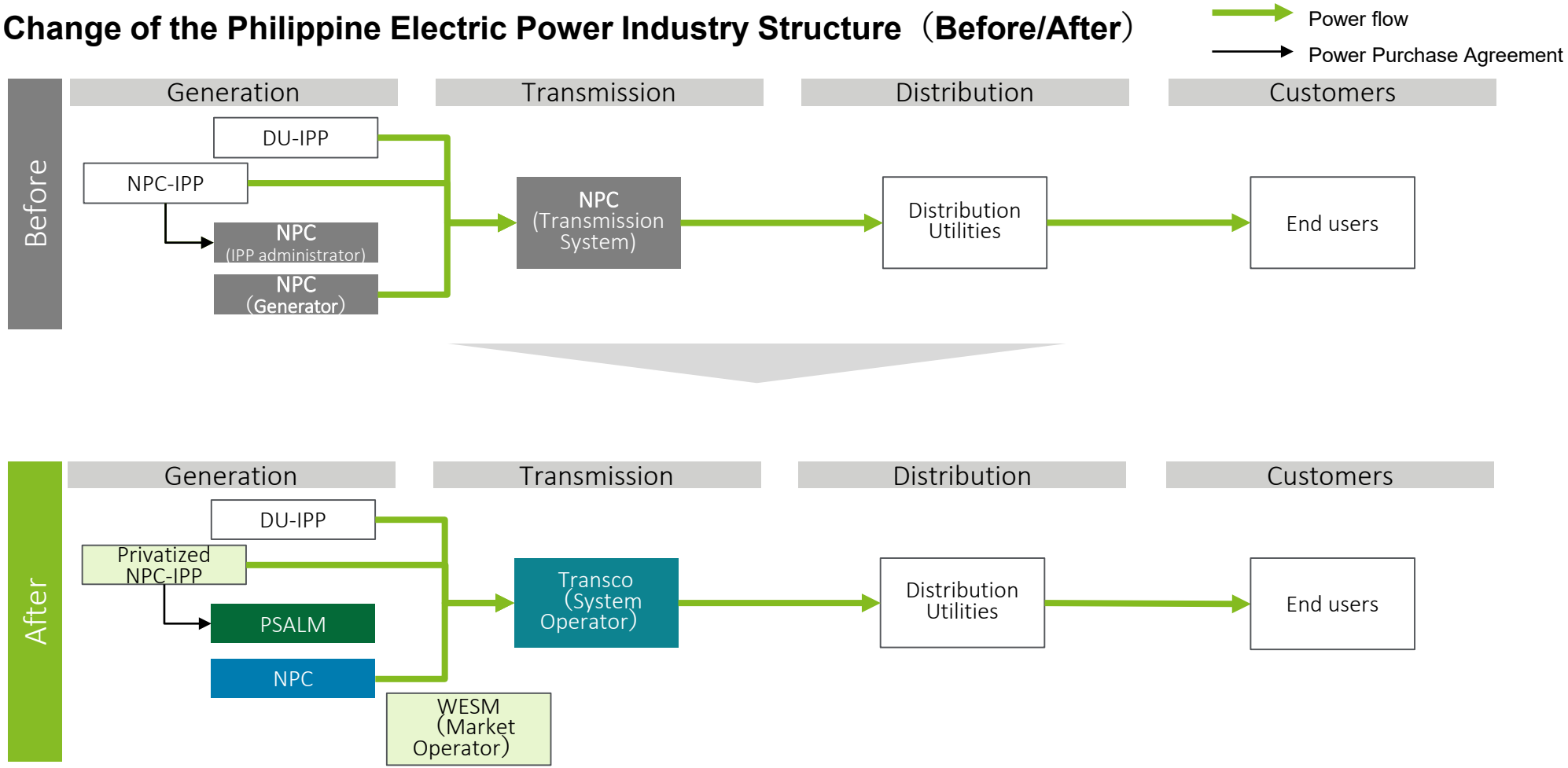


Lease payments by NEW Co., if OLD Co. holds operational assets required for the new EDL's business	NEW Co. to be bound with huge debt burden even after the reorganization

Case Study; Philippine

In Philippine case, the reform required to improve inefficiency of the power sector and increase competition of the market, reduce debt burden of National Power Corporation (NPC) and recover financial health

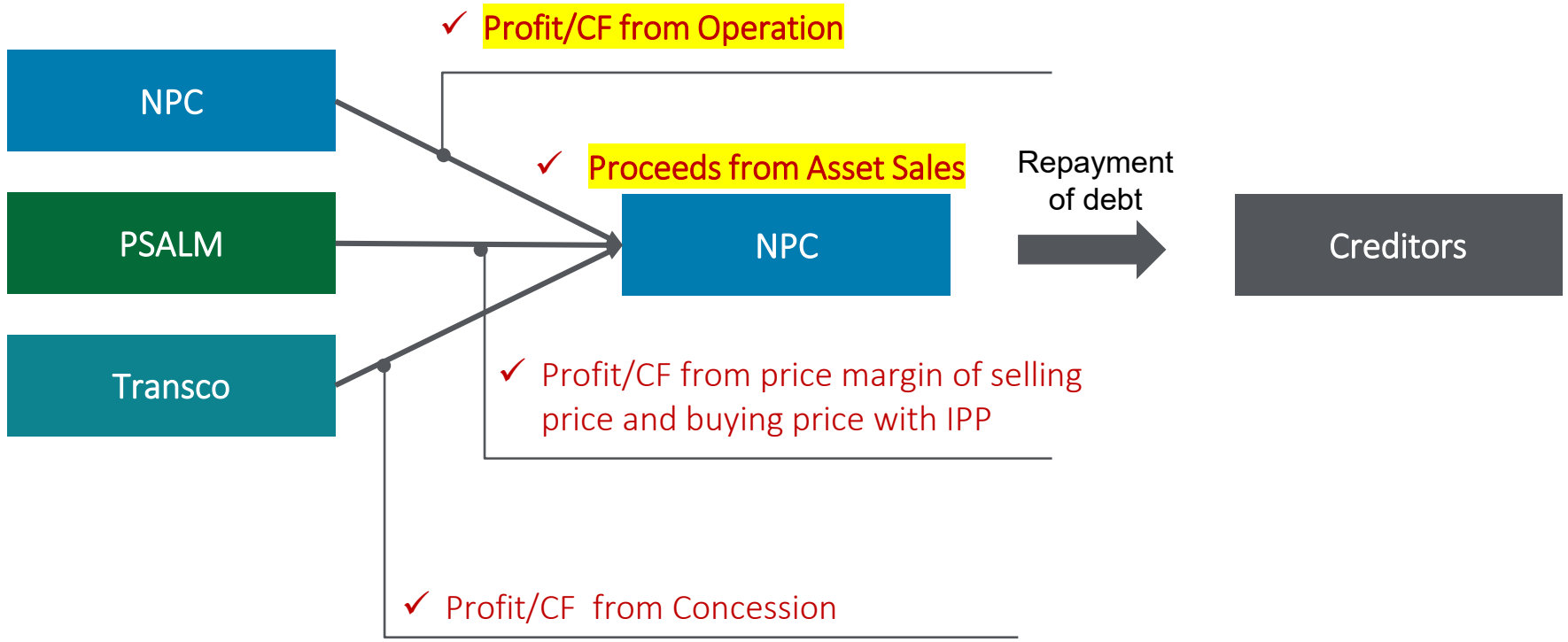
Change of the Philippine Electric Power Industry Structure（Before/After）



Case Study; Philippine

Major sources of debt repayments were **profit from NPC operation** and **proceeds from sale of NPC assets** (mainly power plants)

Debt Repayment Scheme after Reorganization



Next Project (tentative)

March 2024

Ongoing Project

【Output】
Basic Financial Business Plan
(Basic financial model)

EDL Reorganization

1. Brainstorming with EDL management
2. Quick study on overseas similar cases
3. Preliminary Survey (Pick-up options including debt restructuring, analysis on pros/cons of each option)
4. Initial sounding with MEM/MOF etc.

Next Project (tentative)

1. Financial Business Plan Enhancement including several scenario analysis on Tariff, Demand Forecast, CAPEX, OPEX etc. (Mid-Long Term Cash Management)

+

2. Short Term Cash Management (Monthly)

3. Debt Management (loan rescheduling etc.)

EDL Reorganization

1. Advice on developing an initial plan for the option EDL will choose
2. Impact Analysis on debt restructuring (including reorganization) through financial simulation
3. Assistance on detailed explanation to stakeholders (MEM, MOF etc.) regarding EDL's implementation plan

添付資料 46 JCC MM_signed

添付資料 46

MINUTES OF MEETING
BETWEEN
ELECTRICITE DU LAOS (EDL)
AND
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
FOR
THE JOINT COORDINATION COMMITTEE (JCC)
ON
THE PROJECT FOR IMPROVEMENT OF POWER UTILITY MANAGEMENT

The Joint Coordination Committee (hereinafter referred to as "JCC") of the Project for Improvement of Power Utility Management (hereinafter referred to as "the Project") was held between Electricite Du Laos (hereinafter referred to as "EDL") and Japan International Cooperation Agency (hereinafter referred to as "JICA") chaired by Mr. Vilaphorn VISOUNNARATH, Deputy Managing Director, EDL on 12th December 2023 at the EDL conference room, Vientiane.

EDL and JICA (hereinafter referred to as "Both sides") discussed and confirmed main points by reviewing the overall outputs of the Project as in "Summary of Discussion" attached hereto.

20 December, 2023
Vientiane

Vilaphorn VISOUNNARATH
Deputy Managing Director
Electricite Du Laos

YOGO Masaharu
Team Leader
JICA Expert Team

YAMAMOTO Tsuyoshi
Senior Representative
JICA Laos Office

Summary of Discussion

1. Progress and Overall Outputs of the Project

- ✓ Both sides confirmed the achievement of each output, (1) Corporate Management Strategy, (2) Organization Improvement, (3) Human Resource Management, and (4) Financial Improvement, referring to the presentation material (Attachment 2-1).
- ✓ The chairperson explained that a new reform committee chaired by Deputy Prime Minister is established. The reforms on EDL will be focused on (a) stable power supply, (b) reorganization, (c) appropriate tariff setting, and (d) debt restructuring.
- ✓ The adequacy of the number of employees is one of key issues for (2) Organization Improvement, which is also related to the above (b) reorganization.
- ✓ The output (3) Human Resource Management is important while the change management of EDL staff is also necessary. JICA Expert suggested to conduct a Training of Trainers (ToT) hiring a trainer with excellent human resources training skills, utilizing Laos-Japan Institute (LJI) as an option.
- ✓ For (4) Financial Improvement, the tariff rate was increased in 2023, but still not enough to achieve the above (c) appropriate tariff setting. Although the further increase is required, the rate increase in the future is severe situation not only for residential but also for the non-residential. EDL shall collect information from relevant parties including Ministry of Energy and Mines.
- ✓ Related to the above (d) debt restructuring, the asset in the transmission line above 230kV is still under discussion as to whether it will be transferred to EDL-T or not.
- ✓ Although the debt information is hard to obtain, rough figures shall be provided by EDL for (4) Financial Improvement.

2. The Way Forward

- ✓ JICA Expert Team will submit the draft Final Report of Japanese version to JICA in the end of December 2023 and English version to EDL in January 2024. The completion of Final Report is in March 2024.
- ✓ After the completion of the Project, EDL will continue its own activities related to each output. Of which, improving financial issues as the top priority shall be considered the continuous cooperation based on the official request from EDL.
- ✓ The chairperson appreciated the Project and requested JICA for the continuous support for EDL.

(End)

ວາລະກອງປະຊຸມ JCC of Project for Improvement of Power Utility Management
ຄັ້ງວັນທີ 12/12/2023, ຫ້ອງ 802

ລ/ດ	ເນື້ອໃນ	ເວລາ	ຜູ້ນຳສະເໜີ
1	ກ່າວເປີດກອງປະຊຸມ	09:00-9:10	ຄະນະ ຜອ
2	ນຳສະເໜີ ພາບລວມການຈັດຕັ້ງປະຕິບັດ ໂຄງການໃນໄລຍະຜ່ານມາ	09:10-09:30	[redacted]
3	ນຳສະເໜີ Corporation target of EDL	09:30-09:50	[redacted]
4	ປຶກສາຫາລື ຖາມ-ຕອບ	09:50-10:10	ທຸກທ່ານ
5	ພັກຜ່ອນ	10:10-10:30	ຄະນະ ຜອ
6	ນຳສະເໜີວຽກພັດທະນາບຸດທະສາຍຸດທະ ສາດອີງຕາມໂດຍນຳໃຊ້ Balanced Scorecards (BSC) ຂອງຂັ້ນບໍລິສັດ	10:30-10:50	[redacted]
7	ນຳສະເໜີວຽກພັດທະນາ Financial Model	10:50-11:10	[redacted]
8	ນຳສະເໜີການຄຸ້ມຄອງໜີ້ສິນ Debt Management	11:10-11:30	[redacted]
9	ປຶກສາຫາລື ຖາມ-ຕອບ	11:30-11:50	ທຸກທ່ານ
10	ກ່າວປິດກອງປະຊຸມ	11:50-12:00	ຄະນະ ຜອ

日時：12月12日（火） 9:00-12:00
場所：EDL Room 802
Chairperson：[redacted]

<Agenda>
9:00-9:10 Opening Remarks ([redacted])
9:10-9:30 Issues observed in EDL& Progress of the Project ([redacted])
9:30-9:50 Corporation targets of EDL ([redacted])
9:50-10:10 QA Session
10:10-10:30 Coffee Break
10:30-10:50 BSC capacity building & situations of trainings ([redacted])
10:50-11:10 Solutions of financial simulation modeling ([redacted])
11:10-11:30 Debt management considerations ([redacted])
11:30-11:50 QA Session
11:50-12:00 Closing Remarks ([redacted])

ຕິດຕໍ່ຜູ້ຈັດ: ນາງ ໄລລິນາ ໄລລາ ໂທ: 020 22828935

Attachment 2-1

Project for Improvement of Power Utility Management in Lao PDR

Joint Coordination Committee

- Issues observed in EDL & Progress of the Project

TEPCO Power Grid, Inc.
Tokyo Electric Power Services Co., Ltd.
Deloitte Tohmatsu Financial Advisory LLC
World Business Associates Co., Ltd.

Vientiane
Dec 12, 2023

Project for Improvement of Power Utility Management

Project for Improvement of Power Utility Management

1. **Period**
   September 2021 - March 2024
2. **Counterpart Organization**
   Electricite du Laos (EDL)
3. **Areas of Activities**
   1. **Corporate Management Strategy**
   2. **Organization Improvement**
   3. **Human Resource Management**
   4. **Financial Improvement**
4. **Overall Goal**
   - Sustainable development of Laos power sector is enhanced through improving EDL's management performance and financial status.
5. **Project Purpose**
   - EDL's administration and management capacity is strengthened through developing organizational strategy and improving its management mechanism.

Progress (1)

1. EDL's well-coordinated corporate strategy is developed.

- ***Business/financial/human resource development plans and BSC are developed.***
  - Based on BSC Formulation Procedures introduced by JICA Expert, **BSC was tentatively developed by EDL.**
- ***Improvement plan for quality management is proposed. PDCA cycle is carried out by utilizing KPIs.***
  - As the improvement plan for quality management, **KAIZEN was proposed.**
  - **KPIs was proposed but needs to be modified** as a power utility's KPIs. After the approval, PDCA shall be carried out by EDL.
- ***Corporate strategy is finalized.***
  - **EDL Vision/ Mission/Strategy in progress** in consideration with corporate strategy.

2. Management efficiencies are improved through streamlining organizational structures and operation processes in EDL.

- ***Organizational development plan is proposed.***
  - **Organizational development plan was proposed.**
- ***Priority departments/fields are selected. Training of trainers (TOT) are carried out***
  - Based on the priority department/fields, training was conducted. 135 officials from 35 divisions took **lectures of KAIZEN.** Based on TOT on KAIZEN, EDL trainers conducted KAIZEN training 5 times for 102 officials.
- ***Countermeasures to improve management efficiency in priority departments/fields are proposed.***
  - As the countermeasures to improve management efficiency, **Management Training** was conducted and **Mentor system** was introduced.

Project for Improvement of Power Utility Management

Progress (2)

3. EDL's framework for human resource management and development is strengthened.

- *Human resource management and development (HRMD) plan is developed.*
  - **HRMD is developed by external consultants.** Still under review.
  - As the part of HRMD plan, KPI management system and **Career Development Program(CDP) are under review.**
- ***Training program for priority themes in management is prepared.***
  - Based on the Training Program for priority themes, **Management Training** was conducted and **Mentor system** was introduced.

4. EDL's analytical knowledge and skills in funding and tariff setting are enhanced.

- ***Financial plan is developed.***
  - In progress, **expected to be formulated by 2024.**
- ***Tariff plan is developed.***
  - In progress, **expected to be formulated by 2024.**
- ***Training of trainers (TOT) are carried out***
  - **Conducted multiple times** in discussions on model development.

EDL Corporate Performance Indicators

General purposes of electric power utilities' business: "**Stable and efficient power supply**"

- "Efficient power supply" means "Reasonable tariff for customers"
- Of course, they could be achieved under sustainable business conditions.

Corporate Performance Indicators for Selected BSCs

Category	EDL's Corporate Performance Indicators
Client	- Ensure the Lao's energy security - Satisfy customer requirements
Stakeholders	- Become a self-sustainable business operation - Be a better state-owned enterprise
Financial affairs	- Guarantee the most efficient use of the financial system. - Ensure the debt management in according to plans and pay on time.
Internal process	- Move toward becoming a modern organization - Audit- inspection works are carried out in a completed system
Learning and Growth	- Build professional and skilled personnel

EDL also has its corporation target/visions.

It seems to need further roadmap or timeline strategy to see how to relate the company's moves to achieve the targets.

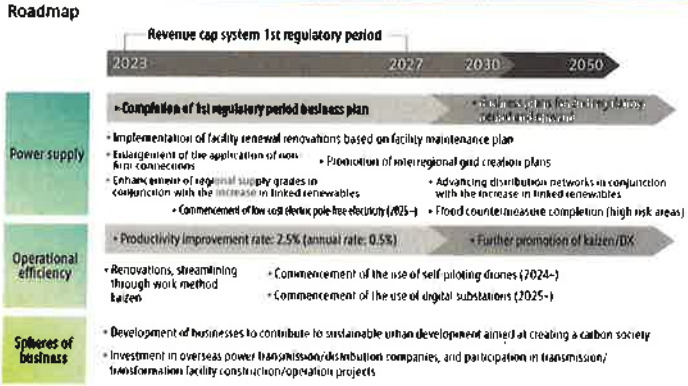
Definition of Strategy

- **Definition of Strategy**
  - Strategy is the design of **a path, scenario, story**, or **mechanism** by which **various moves are connected** toward a desired goal.
- **Examples of Strategy / Roadmap (TEPCO PG)**

  TEPCO Integrated Report 2023

  https://www.tepco.co.jp/en/hd/about/ir/library/integratedreport/index-e.html

  P79 Roadmap



Organizational management, HR planning, and their implementation are also important to be able to put it into action under a strategy.

Importance of developing strategies / roadmaps (financial planning, power system planning to organization and HR plan)

Analysis of Current Situation → Target (vision, performance indicators.)

* almost achieved

* partially achieved

- Organizational Management Plan
- HRD Plan

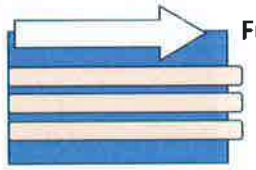
- External environment/constraints
- Power demand forecast
- **Power system planning / simulation**

Information data analysis for strategic planning

- **Financial planning / modeling simulation**

Adequate power system, tariff levels, etc.

- **Strategy Development**
- **How to achieve.**



2025 2030 2040 2050 ---

Data maintenance is important, but EDL is currently not very good at this.

More detailed analysis needed for formulating strategy.
(financial, capital planning, power generation procurement)

One of the Issues of EDL

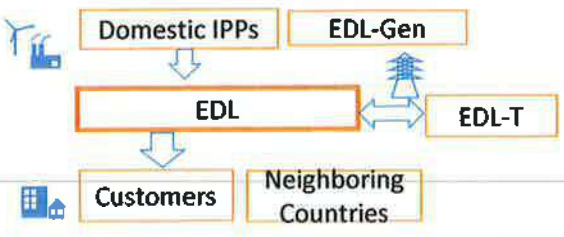
- **Previous situations (Vertical integrated up to around 2010)**

EDL system planning itself was a whole system plan of Laos. It is not so difficult to recover the cost for their achievement.(Because, basically, regulated sales tariff ensures their cost recovery on the condition of reasonable plans.)

- **Current situations**

	Generation	Transmission	Distribution	Power sales	Power consumption	Sales Tariff regulation
EDL-Gen, IPP	○					Non regulated
EDL-T		○				
EDL		○	○	○		regulated
Customers					○	

A **gap** arises between Generation and Power Sales due to a lack of viewing **whole comprehensive consistent plans from generation procurement to customer sales.** - Seasonal changes in hydropower, power import & export, tariff setting, unexpected demand, etc.





Thank you!

Attachment 2-2

Project for Improvement of Power Utility Management in Lao PDR
JCC meeting on
EDL's Strategy, Organization reform and number of employee

Tokyo Electric Power Services Co., Ltd.
Hitoshi KOYABU

Vientiane
12th December , 2023

EDL strategy : Vision, Mission, Strategy

Project for Improvement of Power Utility Management

EDL Vision in 2022

Make Electricite du Laos (EDL) a strong, recognized and trusted enterprise from all parties involved with complete of 2 main tasks:

- Pay attention to and be highly responsible for political tasks assignment and national socio-economic development plan that has been defined to become reality.
- Conduct business efficiently and effectively by aiming to make the electricity industrial to become a major sector in socio-economic development, country revenue generating source and promoting of the side business develop together for job creating for Lao people and utilize of the electricity with affordable price.

New Vision from 2023 to 2027

- "Vision: EDL will become a state-owned enterprise to support the Energy security for Lao PDR and neighbor countries. (In Sort: Energy Security for All)"

EDL strategy : Vision, Mission, Strategy

EDL Mission:

- Be a key part in stimulating the production cycle, value creation and tangible domestic consumption.
- Reduce the outflow of foreign currency in the import of fuel by shifting to the potential of self-generated energy.
- Provide the whole society with access to quality electricity at reasonable prices in order to create products that are competitive in the market.
- Prepare for the integration of electricity with neighbouring countries and the region by improving the electricity distribution system to be stable and the grid system to be stable.

New Mission from 2023 to 2027

- Be highly responsible for political tasks assignment and national socio-economic development plan that has been defined to become reality.
- EDL will improve to ensure the energy security related 4 main components which Availability, Accessibility, reliability, and Stability.

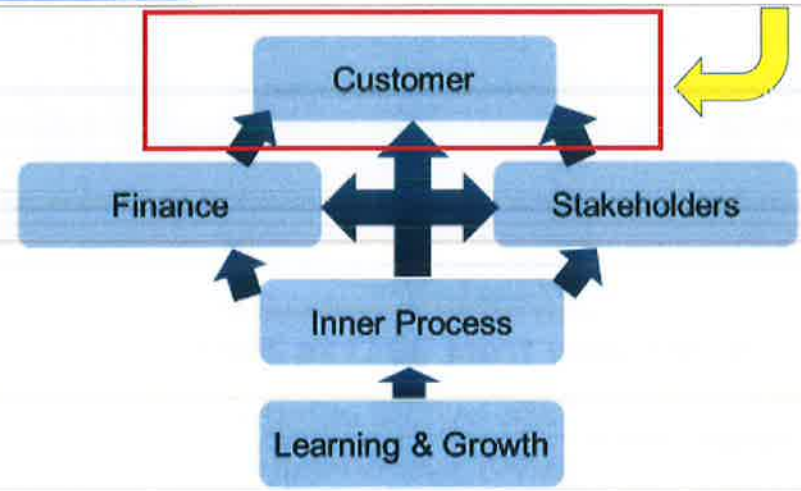
EDL strategy : Vision, Mission, Strategy

Project for Improvement of Power Utility Management



BSC Model of EDL

Prospective : Customer comes first



EDL strategy : Balance Score Card (BSC)

Mission:

EDL will improve to ensure the energy security related 4 main components which Availability, Accessibility, Reliability, and Stability.

Prospective	Current Target	Outcomes
Customer	**7 Reforms: RUN FIRST** - Energy strategy and Business Policy; - Organization Structure and Human Resource Development - Energy Business management; - Energy Security; - Finance – Accounting Management; - Debt Management; - Compliance, Control, Audit and Inspection.	1. Guide the Thinking and Actions of Employees; 2. Help Determine and Inform Performance Standards; 3. Help Attract Appropriate Talent; 4. Provide Context and Reduce Friction During Organizational Restructures; 5. Provide a Stable Framework that can Outlast Internal Changes; 6. Inspire People to be Focused and Productive; 7. Facilitate Collaboration with Teams, Customers, Suppliers and Partners; 8. Help with Public Relations.
Stakeholders		
Finance		
Inner Process	**3 Up: Company Culture** - Update mindset; - Up skill of EDL's staffs; - Upgrade the working system and equipment's.	
Learning & Growth	**1 Nation: Company Core Value** - All what EDL's staffs do are for nation's benefit and; - All what EDL's staffs do are for EDL sustainable.	

EDL BSC Model: KPIs, Strategy Plan and Action Plan

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer	1.1 Affordable Tariff, KPI: Tariff increasing rate	**1. Energy strategy and Business Policy (Cont')** **Plan 1.1:** Revise the regulations of the EDL to be in line with the business conditions and serve the policy direction of the government; **Plan 1.2:** Improve the internal legislation in accordance with the business conditions and periodic changes; **Plan 1.3:** Propose to improve the legislation, mechanism and coordination between the macro management sectors and the micro management of EDL. **Plan 1.4:** Improve work mechanismes, coordination, the Executive Council and Board of Directors.	1.1 Revise the regulations of the EDL's business (EDL-G, EDL-T)②④⑤
Stakeholders	1.1 Compliance: 1.4 Good State of Entity:		1.2 Periodical revise of all EDL's internal legislations ①②
Finance			1.2 Improve the business solution method(Task force, committee) ①②
Inner Process	1.1 Business Continuity Plan(BCP) KPI: Business Recovery Time 1.2 Risk Management KPI: Existing Risk Management Plan 1.3 1.4 Information sharing from top to bottom KPI: Message from MD		1.3 Introduce the digital approval system with ICT②⑦ 1.3 Revise the company annual, quarterly, monthly meeting①②
Learning & Growth			1.4 Improve the Board of Directors role and responsibility②

EDL BSC Model: KPIs, Strategy Plan and Action Plan

Project for Improvement of Power Utility Management

BSC Model of EDL

f EDL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer	2.1 Customer services desk, window KPI: Customer satisfaction	**2. Organization Structure and Human Resource Development (Cont')**	2.1 Introduce the KPIs by department level ①②
Stakeholders	2.1 Profitability improvement: BS, P/L	**Plan 2.1:** Improve the organizational structure of EDL to be efficient and consistent with each tasks, to streamline the operation process and make it faster.	2.1 Regularly personnel relocation by department level①③
Finance	2.1 Decrease operation cost, KPI: Operation cost, Administration cost		2.2 Job time management, Efficiency factor control①②
Inner Process	2.1 Increase organization efficiency KPI: Value/Cost(V/C) by department 2.2 Increase job efficiency KPI: Benefit/Cost(B/C) by employee	**Plan 2.2:** Improve labor/employee management mechanism.	2.2 2.3 Improve employee annual assessment system①②③
Learning & Growth	2.2 Increase job knowledge, know-how KPI: Job time 2.3 Increase skill, field of employee KPI: Benefit/Cost(B/G) by employee	**Plan2. 3:** Improve Human Resource management system.	2.3 Introduce the ranking of technical skill and salary system ①②③ 2.2 2.3 Introduce employees promotional system ①②③

EDL BSC Model: KPIs, Strategy Plan and Action Plan

Project for Improvement of Power Utility Management

BSC Model of EDL

DL

Prospective	Key success factor, KPI	Current Strategy Plan	Action Plan
Customer	3.2 Affordable Tariff KPI: Tariff level (Domestic and Export)	**3. Energy Business management – Cont'**	3.1 Periodical assessment of every departments (performance, B/C)①③
Stakeholders	3.3 Improve profitability KPI: P/L 3.4 Debt Reduction KPI: Debt	**Plan 3.1:** Improving and modernizing the organization management.	3.2 Tariff simulation in financial business planning ④
Finance	3.2 Decrease power purchase cost, KPI: Revised and new PPA cost 3.3 Improve profitability KPI: Expenses, Income 3.4 Debt reduction KPI: Debt 3.5 Decrease arrears KPI: Amount of arrears, Smart meter	**Plan 3.2:** Revise the tariff structure to reflect the production cost, along with the negotiation of IPP (Independent Power Producer) for new projects or the modification of the IPP for previous projects to suit with the cash flow and effectiveness of each project. **Plan 3.3:** Improve the business plan in direction of expenses reduction - income increasing and find the potential of EDL's multiple businesses. **Plan 3.4:** Improve EDL's shareholding structure in EDL-Gen in order to resolve the outstanding debt to both companies, consider the entered or withdrawed shares among other production sources and related companies according to the actual effectiveness of each project.; **Plan 3.5:** Solving electrical tariffs arrears payment problem of government and irrigation.	3.2 Contract amendment with IPPs ④⑤ 3.3 Preparation of the new innovative business center②⑧ 3.4 Restructuring of EDL business sector (EDL-Gen, EDL-T)②④⑤ 3.5 Introduce smart meter system ⑦⑨⑩⑪⑫
Inner Process	3.1 Increase organization efficiency KPI: Value/Cost(V/C) by department		
Learning & Growth			

EDL BSC Model: KPIs, Strategy Plan and Action Plan

Project for Improvement of Power Utility Management

JICA TEPSCO Deloitte. WBA

BSC Model of EDL

Prospective	Key success factor, KPI	Current Strategy Plan
Customer	4.1 4.3 Power supply stability (decrease power outage) , KPI: SIFI, SIDI	**4. Energy Security.**
Stakeholders	4.1 Assist MEM strategy, KPI: SIFI SIDI 4.2 Improve profitability: KPI:PL	**Plan 4.1:** Creat short, medium and long term strategies plans to ensure adequate and stable domestic energy supply.
Finance	4.2 Reduce Investment cost KPI: Investment cost, BS(Debt, Asset) 4 3 Reduce unsellable generation cost KPI: Power system loss	**Plan 4.2:** Create the development Plan of power generation source, transmission systems and stations in line with the development pace of consumption sources to ensure effectiveness, meaning that new investment must ensure a clear return in each period.
Inner Process	4.1 4.2 Optimal hydropower operation KPI: Over flow discharge from spillway 4.2 4.3 Optimal power system operation KPI: Power system Loss	**Plan 4.3:** Ensure standards-techniques, safety of electrical systems and production sources to ensure the effective of employees' operation and social security, including power management and power loss reduction.
Learning & Growth	4.3 Increase skill, knowledge KPI: Number of accidents, System Loss	

EDL

Action Plan
4.1 Annual demand forecast for domestic supply ⑨⑩⑪⑫
4.1 Power development plan for each region ⑨ ⑩⑪⑫
4.1 Monthly power dispatch plan for regional control center ⑨ ⑩⑪⑫
4.2 Introduce power supply order system by large power users ⑤⑩⑪⑫
4.2 Constriction charge for large power supply ⑤ ⑨ ⑩⑪⑫
4.3 Establish the standards for connectivity requirements to power system ⑤⑧ ⑨ ⑩⑪⑫

EDL BSC Model: KPIs, Strategy Plan and Action Plan

Project for Improvement of Power Utility Management

JICA TEPSCO Deloitte. WBA

BSC Model of EDL

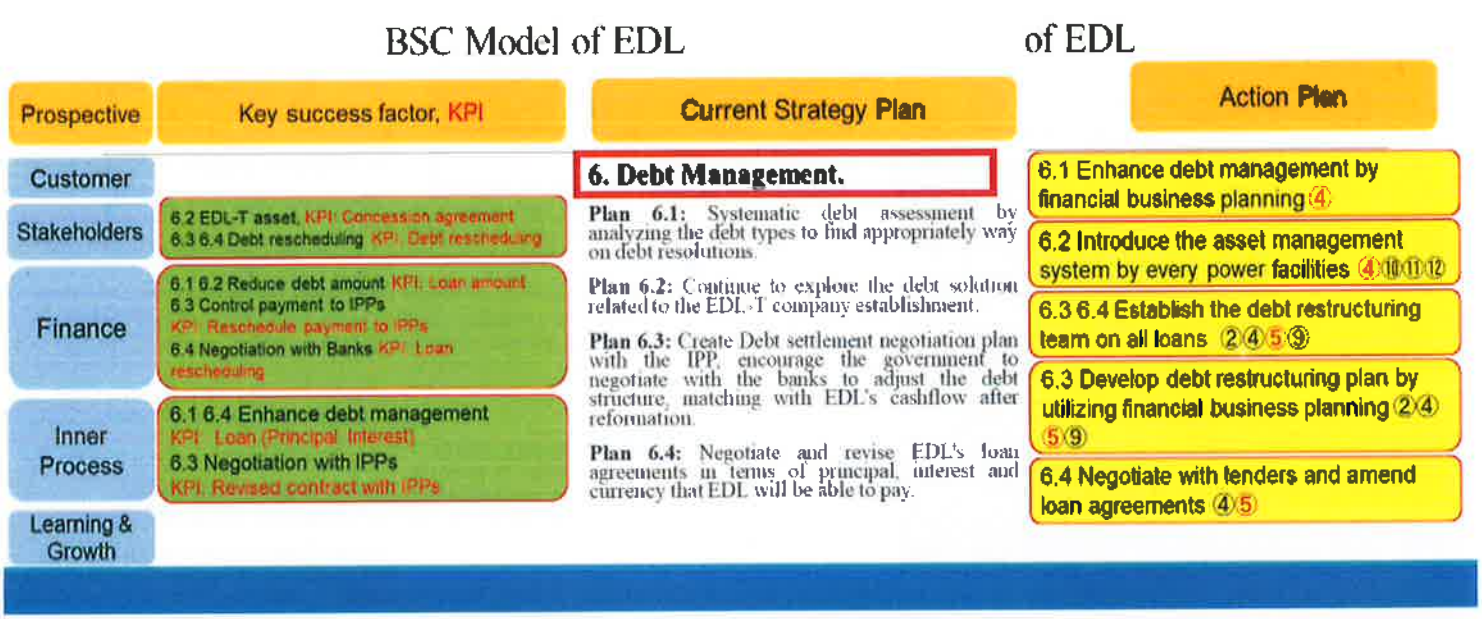
Prospective	Key success factor, KPI	Current Strategy Plan
Customer		**5. Finance – Accounting Management.**
Stakeholders	5.2 5.3 Financial reporting KPI: Timely reporting, Accounting Audit	**Plan 5.1:** Improve budget planning to be centralized and efficient manner, including monitoring, auditing and summarizing in a systematic way.
Finance	5.1 Budget/Actual management KPI: Variation from budget 5.2 5.3 Financial reporting KPI: Timely reporting, Accounting Audit	**Plan 5.2:** Improve centralized financial management to be centralized, budget using, purchasing and effective warehouse management.
Inner Process	5.1 Budget/Actual management KPI: Variation from budget in all Department 5.2 5.3 Utilize SAP(accounting system) KPI: Decrease manual input	**Plan 5.3:** Improve the accounting system in accordance the accounting standards and regulations, and modernized accounting management.
Learning & Growth	5.3 Improve skill, knowledge KPI: Knowledge on SAP and accounting	

l of EDL

Action Plan
5.1 5.3 Conduct monthly closing in a timely manner by utilizing SAP ⑥⑦
5.1 Annual budget allocation system to every department by EDL office ①⑥
5.2 Monthly budget/expenditure report by every department ①⑥
5.2 Improve approval system on purchasing with ICT ①⑥⑦
5.3 Introduce ERP system with ICT by every expenditure ⑥⑦
5.3 Establish accounting manuals for every employees ①⑥

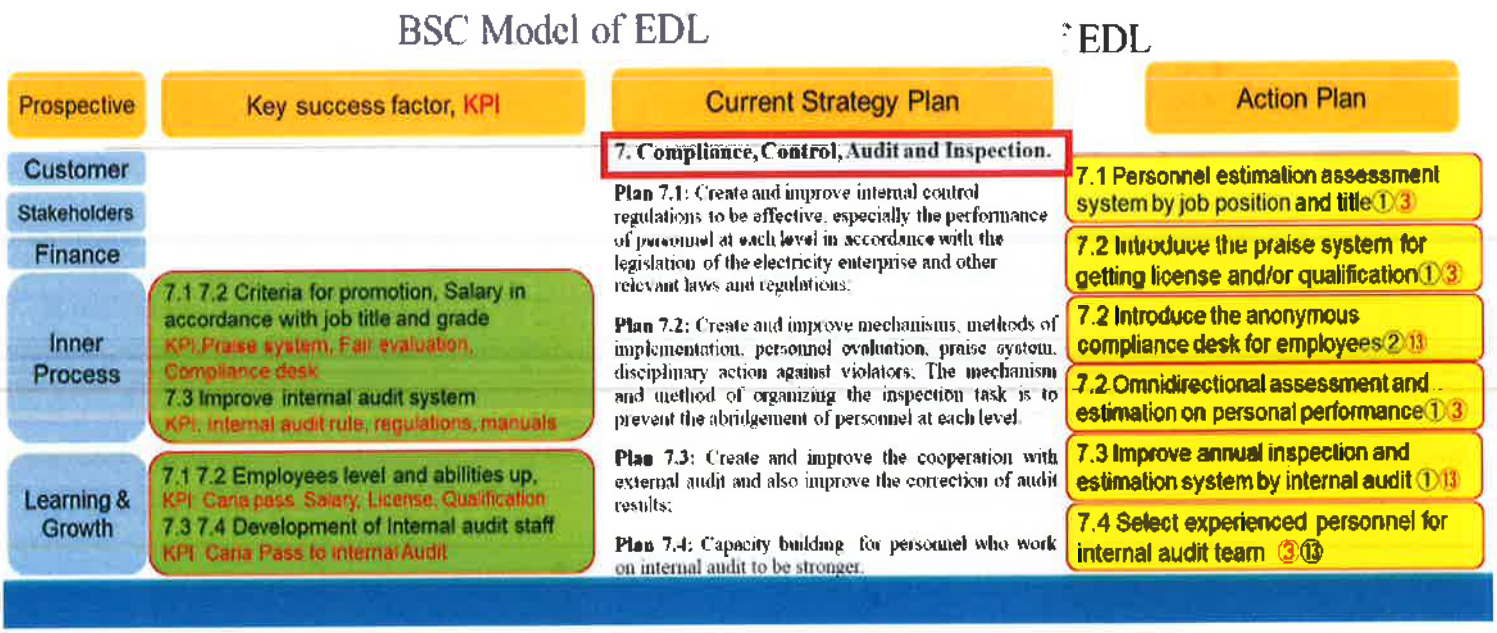
EDL BSC Model: KPIs, Strategy Plan and Action Plan

Project for Improvement of Power Utility Management



EDL BSC Model: KPIs, Strategy Plan and Action Plan

Project for Improvement of Power Utility Management



EDL BSC Model: Department Level Action Plan

BSC Model of EDL

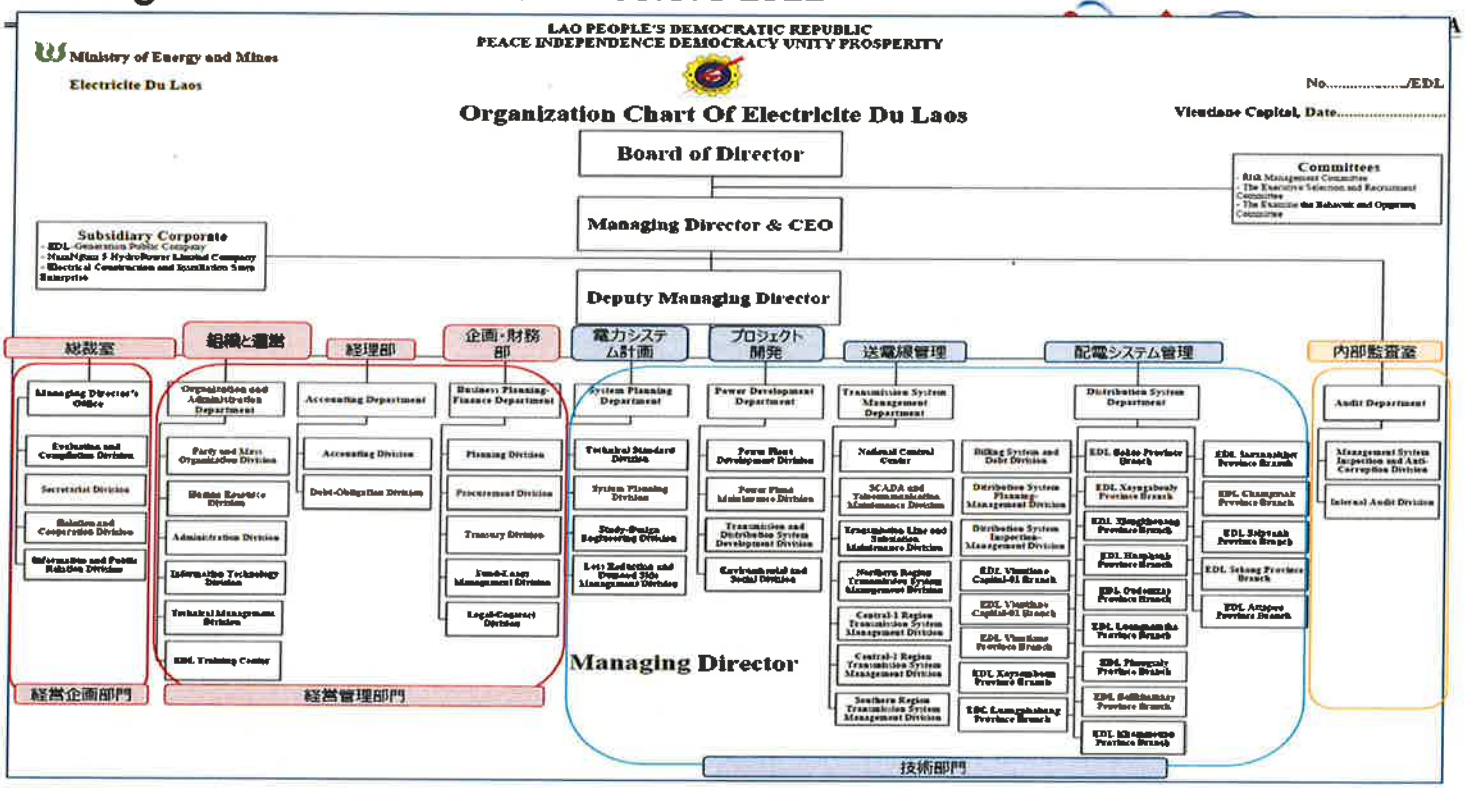
Prospective	Key success factor, KPI	Current Strategy	Company Action Plan	Department Level KPI and Action Plan

- Customer
- Stakeholders
- Finance
- Inner Process
- Learning & Growth

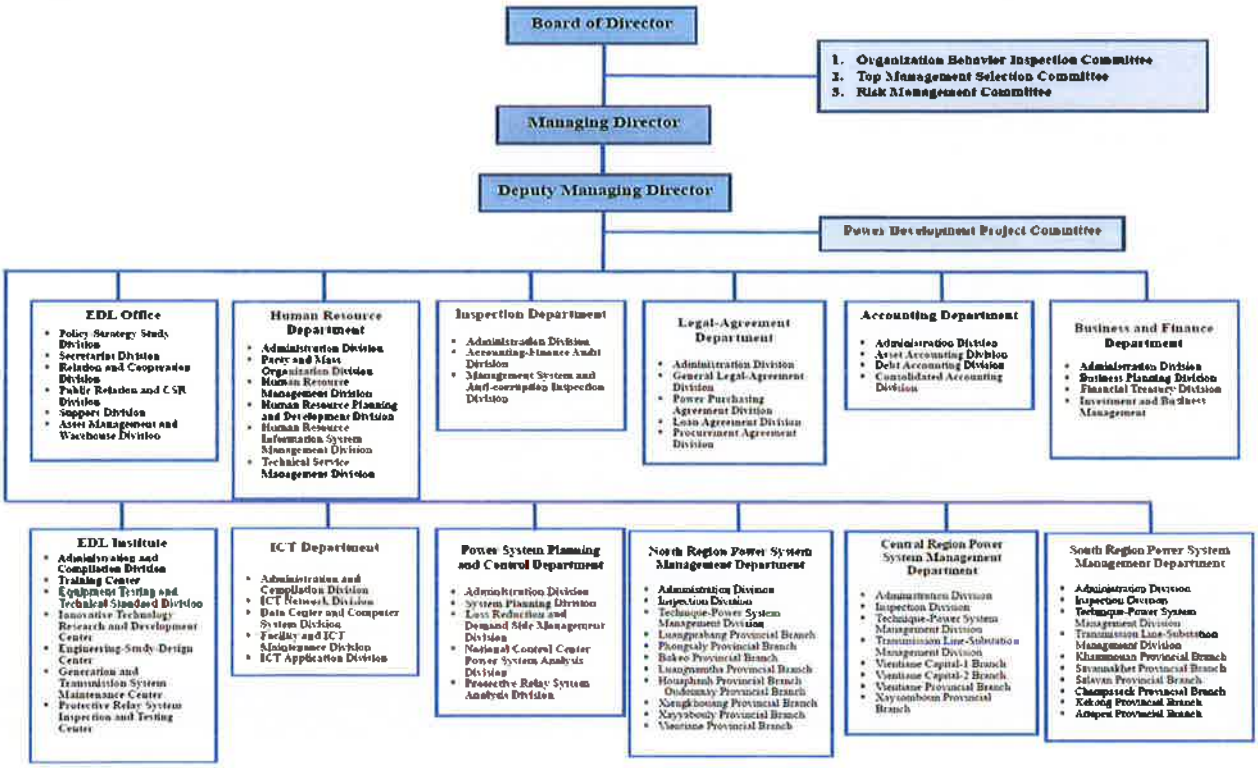
EDL and JICA study team discuss and decide the KPIs and Action Plan

	Department
①	All EDL departments
②	EDL Office
③	Human Resource
④	Business and Finance
⑤	Legal-Agreement
⑥	Accounting
⑦	ICT
⑧	EDL Institute
⑨	Power System Planning and Controle
⑩	North Region Power System Management
⑪	Central Region Power System Management
⑫	South Region Power System Management
⑬	Inspection

EDL organization before reform: before 2022



EDL organization after reform (from Jan. 2023)

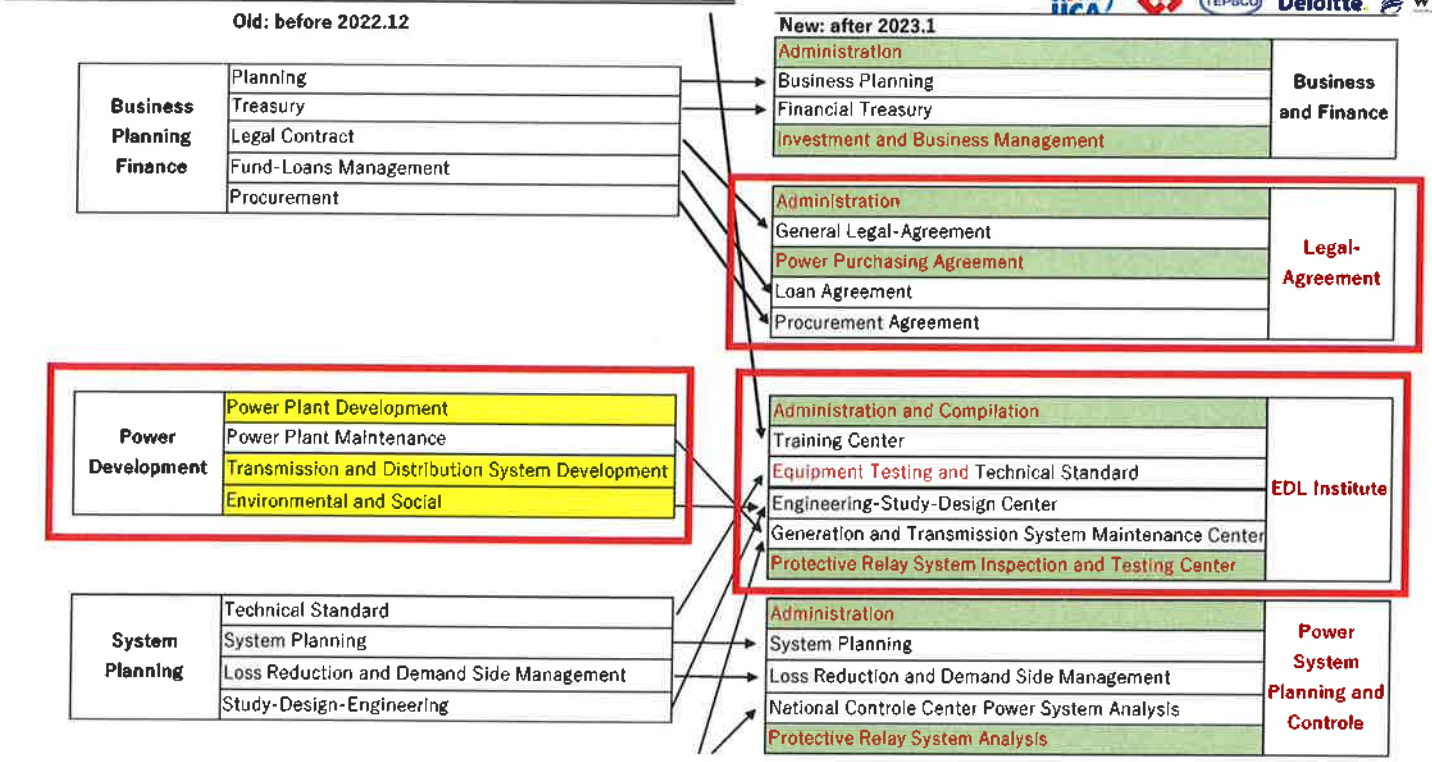


EDL organization after reform (from Jan. 2023)

Old: before 2022.12			New: after 2023.1	
Department	**Division**		**Division**	**Department**
Managing Director's Office	Secretariat	→	Secretariat	**EDL Office**
	Relation and Cooperation	→	Relation and Cooperation	
	Information and Public Relation	→	Public Relation and CSR	
	Evaluation and Compilation	→	Support	
			Policy-Strategy Study	
			Asset Management and Warehouse	
Audit	Management System Inspection and Anti-Corruption	→	Administration	**Inspection**
			Management System and Anti-Corruption Inspection	
	Internal Aidit	→	Accounting-Finance Audit	
Organization and Administration	Party and Mass Organization	→	Party and Mass Organization	**Human Resource**
	Administration	→	Administration	
	Technical-Management	→	Technical Service Management	
	Human Resource	→	Human Resource Management	
	Information Technology	→	Human Resource Planning and Development	
	EDL Training Center	→	Human Resource Information System Management	
			Administration and Compilation	**ICT**
			ICT Network	
			Data Center and Computer System	
			Facility and ICT Maintenance	
			ICT Application	

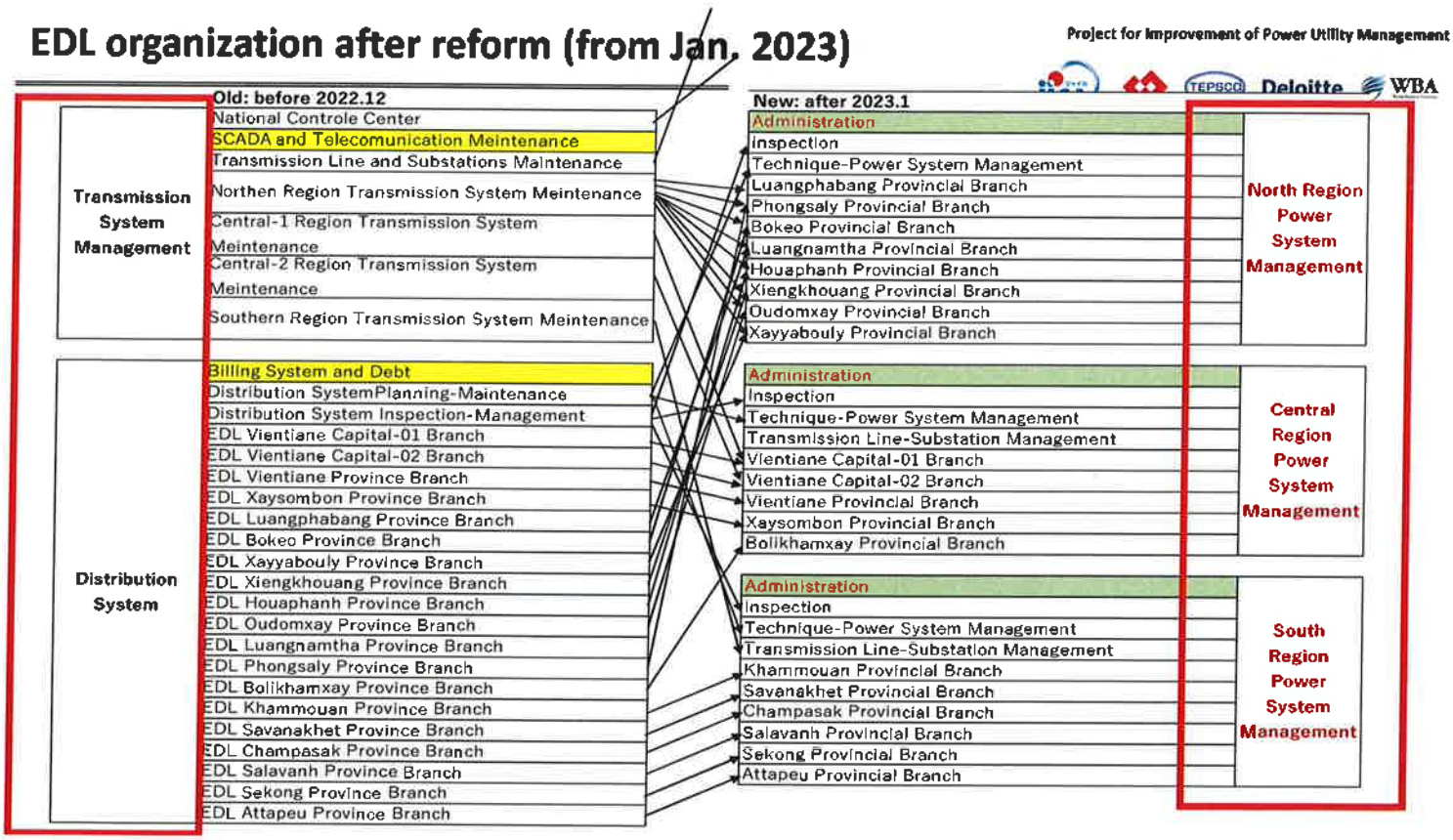
EDL organization after reform (from Jan. 2023)

Project for Improvement of Power Utility Management



EDL organization after reform (from Jan. 2023)

Project for Improvement of Power Utility Management



Recommendation for EDL's organization reform

Appreciated points:

①EDL Office
- enhance to revise corporate strategy and planning with BSC
- enhance to assess the performance of all departments in EDL

②Technology and Information Department
- acceleration force to applicate IT for all department in EDL
- improve working efficiency, data accuracy and swift response

③EDL Institute
- enhance to introduce new technology for all technical matters in EDL
- improve and enhance engineer's ability and level by training
- establish and revise the regulations and manuals for design and O&M

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Project for Improvement of Power Utility Management

Recommendation for EDL's organization reform

Appreciated points:

④Human Resource Department
- improve and develop evaluation guidelines with KPIs
- enhance employee's ability and incentive by assessment

⑤Legal agreement Department
- strengthen negotiation know how and skill for IPPs PPA and loan debt
- improve the legal level to international standard

⑥Business and Finance Department
- useful for decision making on investment with average unit price
- create annual budget plan and monitoring system
- improve the financial model and analysis

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Recommendation for EDL's organization reform

Further recommendations:

Strengthen EDL's advantage and customer services

① Environmental Dept. for Green House Gas(GHG) reduction
- Responsible department to reduce and manage GHG emissions
- Increase GHG value by CO2 certificate such as I-Rec
- Application of hydrogen, EV and storage system for new business

②Customer services Department
- Responsible department to increase customer satisfaction
- Improve billing system for not only customer but also EDL
- Customer calling center for compliance and better services

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Recommendation of number of employees

Firm manpower: necessary person for operating power utilities
- Administration, Accounting, Financing, Corporate planning, Audit, Human resource management, and so on

Valuable manpower: depend on sales volume, peak load, size of power facilities, service area, number of customer, and so on
- Amount of Power sales, Peak load, Services area
- Amount of Power plant, Transmission line, Substation and Distribution
- Power source, Generation mix, Fuel cost, O&M cost
- Power system reliability, Quality and so on

First step analysis: Compare to surrounding ASEAN power utilities including Japan between employees and annual power sales

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The number of employees in ASEAN countries

The relationship between the number of employees and annual power sales (see the table below) (other considerable factors; Annual generation (GWh), Peak load (GW), Service area (km2), Number of customer, and so on)

EDL : Number of employees: 5400, Annual power sales (2022): 9,705 GWh

ASEAN countries: Laos, Cambodia, Thai, Vietnam, Malaysia, Indonesia, Japan

Power Utilities: EDL, EDC, MEA, PEA, EGAT, EVN, TNB, SESB(Sabah Electricity Sdn. Bhd), SEB(Sarawak Energy Bhd), PLN, and 10 Japanese power utilities

KPI	unit	EDL	EDC	MEA	PEA	EGAT	EVN	TNB	SESB	SEB	PLN
Annual sales	GWh	9,705	11,800	50,971	139,687	196,795	242,717	143,992	3,728	28,590	257,600
Employees	people	5,400	5,087	10,002	28,168	15,592	99,997	34,938	2,600	5,442	54,129

Okinawa	Shikoku	Hokuriku	Hokkaido	Chugoku	Tohoku	Kyusyu	Chubu	kansai	Tokyo
7,704	32,725	32,691	23,375	54,603	65,940	96,000	102,400	127,287	231,500
3,351	8,490	9,623	10,005	12,885	24,528	21,096	30,898	31,628	42,944

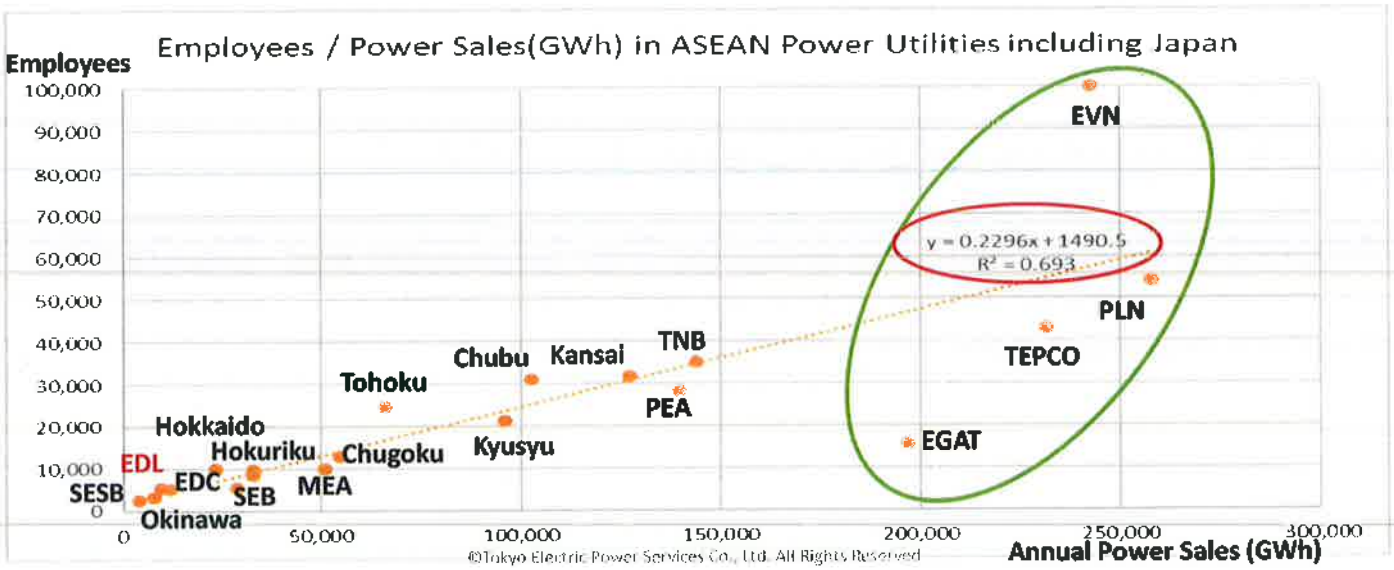
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Project for Improvement of Power Utility Management

The number of employees in ASEAN countries

Regression analysis; Linear Relation between Employees and Annual power sales

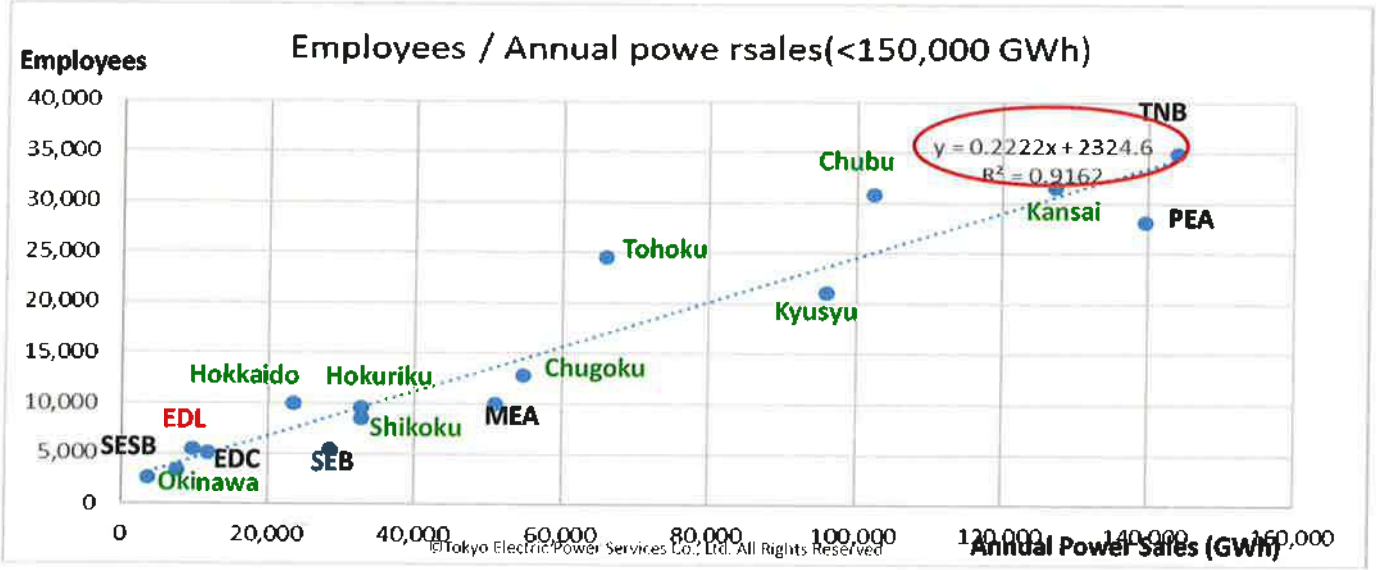
- Ordinary Least Squares(OLS), Simple regression line: Y=0.2296 X+1,491
- coefficient of determination: R^2=0.693← correlation is not so high



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Recommendation of employees in EDL

- Exclude large power utilities (Power sales >150,000GWh): EGAT, TEPCO, EVN, PLN
- Coefficient of determination: R^2=0.9162 ← high correlation
- Target EDL employees: 0.2222 x 9,705 GWh + 2,325 = 4,481



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Recommendation of number of employees

- Application of Linear regression analysis for EDL
- Estimated EDL's number of employees (present power sales: 9,705 GWh) are around 4,500.
- EDL needs more than 12,039 GWh of annual power sales at present number of employees (5,400) .

Please take account of the situation of power utilities such as following conditions.

- business scope , structure, regulation, service area, service level, and so on

EDL should reduce employees using following measures with compliance

- Efficiency of work, Kaizen activities, Automatic control, ICT, and so on

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HRM&D related activity report for JCC

Project for Improvement of Power Utility Management in Lao People's Democratic Republic

JICA team
A. Kamata
December 12th, 2023

1

PJ Objectives for HRM & HRD

- A human resource management and development plan will be developed.
- Corporate strategy, financial and investment plans, and HRM and HRD plans are developed in harmony with each other.
- The PDCA cycle is executed using Key Performance Indicators (KPIs).

Expected Outcome 3
EDL's human resource management and development framework will be strengthened.

The results of my six consulting visits to Laos and several web conferences will be reported.

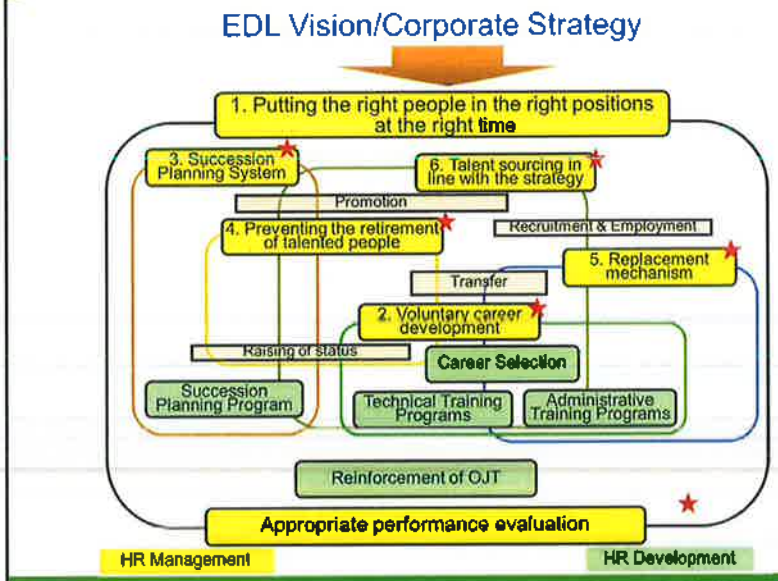
2

Human Resources Management Flow

Recruitment & Employment	Recruitment Plan/Job Type Contract/ Initial Training
assignment (of a person to somewhere).	Assigned to the job type employment contract
OJT	Pairing/Mentor/
Off-JT	Training
Personnel Evaluation	Job description/Evaluation Procedures/KPI/BSC
Raising of status	CDP/Career Path/Change in employment contract/
Transfer	Recommendation/Talent pool/Rotation/Contract changer
Promotion	Publicly solicited/recommended
Resignation	Retirement/Suggested

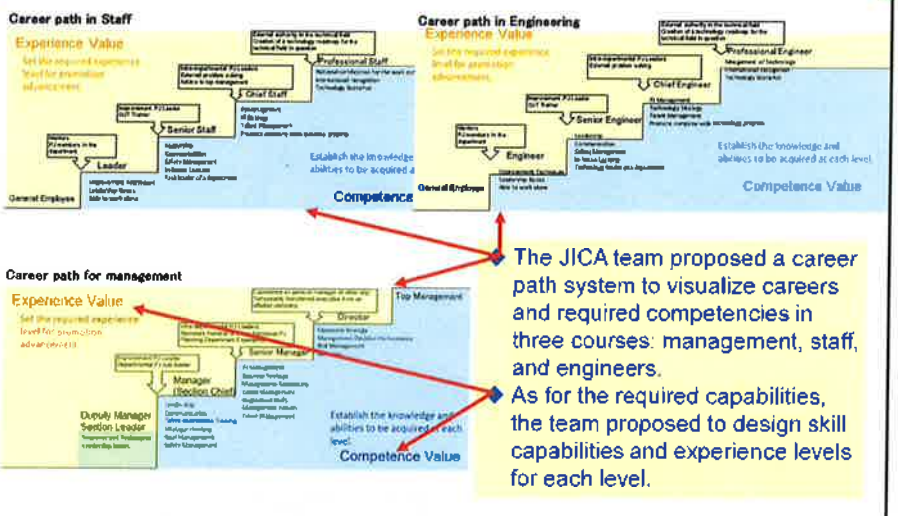
4

Overall view of HRM&D from the function of the HR department



5

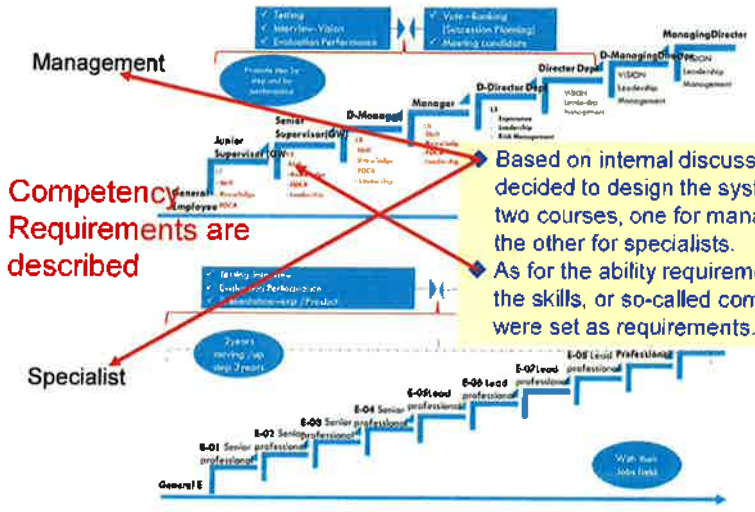
Career Path Design of EDL –JICA team proposal–



- The JICA team proposed a career path system to visualize careers and required competencies in three courses: management, staff, and engineers.
- As for the required capabilities, the team proposed to design skill capabilities and experience levels for each level.

6

Career Path Design of EDL –EDL's Design-



- Based on internal discussions, EDL decided to design the system with two courses, one for managers and the other for specialists.
- As for the ability requirements, only the skills, or so-called competencies, were set as requirements.

7

Review of Mentor Program Overview

The mentor system is a system in which senior employees close to the employee's age (mentors) listen carefully to new hires and young employees (mentees) on a one-on-one basis through daily conversations and regular interviews as good advisors not only for work-related issues but also for career development and other issues.



9

Present status of Mentor system

- Preparations for the implementation of the mentoring system are almost complete.
  - Mentoring system manual
  - Responsibility team: HRD
  - Mentor assignment
  - Mentor training 52persons
- EDL plans to start Mentoring from the beginning of next year.

- All employees shall be informed.
- To increase the understanding of the mentor and the mentee's immediate supervisor.
- Ensure regular follow-up.

10

Management Training for junior managers

This series of programs are short version of manager training in Japan, I do.

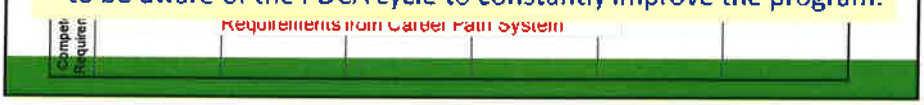


This training was conducted based on the recognition that it is important for the company to educate personnel who are new to management to be aware of and to have the minimum necessary knowledge.

11

Toward self-sustaining delivery of training programs

- ◆Training Programs
  - Position-specific preparedness education
  - Knowledge required for the position
  - Tools to know
- ◆Cafeteria-Type training course
- ◆Ensure that the program is linked to the competence requirements of the career path system and provides the necessary programs.
- ◆Some programs may have to be leveled by hierarchy. For example, courses such as communication skills, negotiation skills, business strategy, financial accounting, and risk management.
- ◆For each program designed for the system, it is necessary to consider how to procure individual instructors and textbooks, and to be aware of the PDCA cycle to constantly improve the program.



12

Syllabus of each program

Training Program	Communication Skills Training ~Become a boss who is trusted by his/her subordinates! ~
Training Aims	In recent years, employees' work attitudes and values have become more diverse, and the impact of labor shortages, work style reforms, with Corona, after Corona, and other factors have made it more difficult than ever for managers to continue to produce results, even under severer constraints. Managers are expected to continue to achieve results even under ever more severe constraints. To this end, it is essential to motivate and enhance team performance through smooth communication with subordinates and members. In addition, it is important to build good relationships with subordinates and team members. In order to build good relationships with subordinates and members, managers themselves must improve their communication skills and grow into trusted supervisors.
Training Points	•Learn how to communicate appropriately with subordinates and members of the team. •Discover how to communicate in a way that suits you and lead to your personal growth. •Learn practically through role-playing et
Content of Training	Communication for Managers Roles and responsibilities as a lead Conditions for a trusted supervisor Communication in the coming era (How to communicate remotely Motivational Communication Mechanisms for motivating subordinates Strengthen your own communication skills (listening, questioning, communicating, etc.) Creating a team environment through "Reporting, Correspondence, and Sourcing" Creating an action plan for the future (exercise) Organize your own issues for the future Creation of a plan for future initiatives
Training period	1 day (9:30-16:30
Target Audience	Managers and new managers Those who want to improve their own communication skills Those who want to learn how to deal with subordinates and members Those who want to improve performance of subordinates and members
Venue	EDLI 402
Lecturers	Mr. ****
Brief personal history	
Text	Book title, Person in charge of creation

Example

To be decided at the planning stage by HRD

To be decided according to the spec by TC

Syllabus is useful for trainee.
It can be used as a specification for the development of training programs.

13

Training of trainers for self-sustaining operation

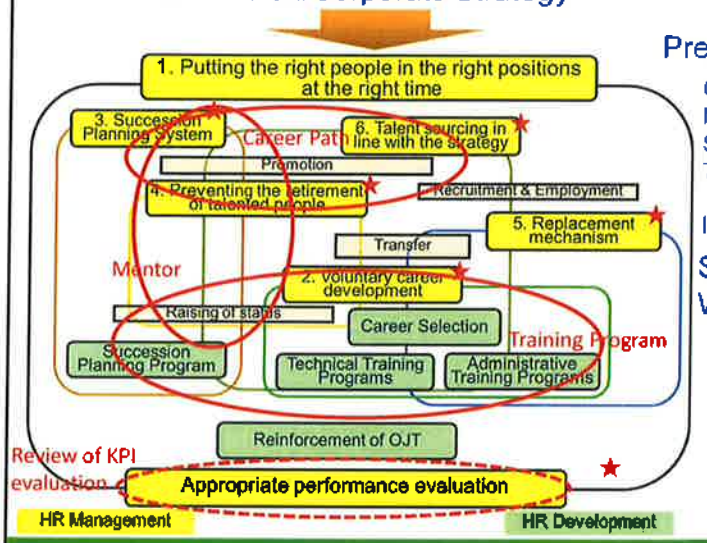
- Experience of training procedures through sharing texts and interpreting actions by management training.
  - Readiness
  - Knowledge
  - Tool
- Improve strategic planning capacity for the strategy team through the BSC implementation process
  - Vision Creation
  - BSC implementation procedure
  - Deployment of Corporate BSC to Departments
  - Deployment of strategies into annual budget

- Human Resource Development Plan
- Corporate BSC
- Strategy Map

14

Overall view of HRM&D from the function of the HR department

EDL Vision/Corporate Strategy



Prepared manuals

Career Path
Mentoring System
Succession Plan
Talent management

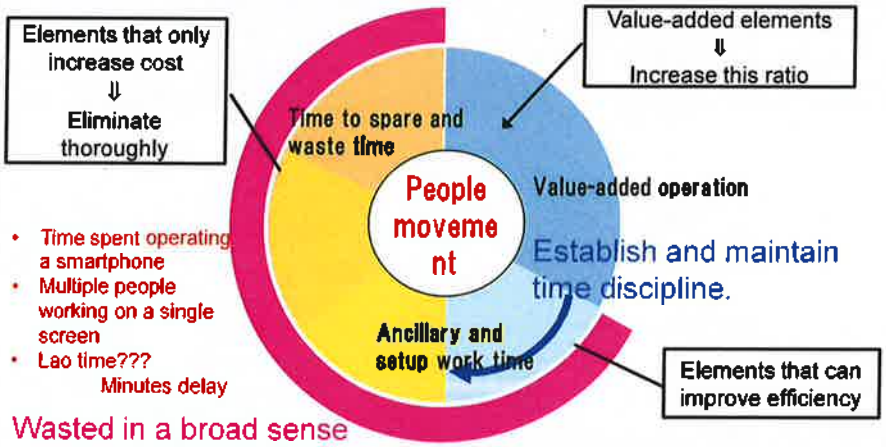
ICD is on-going

Start from Jan. With BSC

17

Appendix: Time is the basis for improvement

The time of labor is limited. How to efficiently use up the resource of time is the basis of productivity improvement. Improvement begins with defining what is the added value of administrative work and considering everything else as basically waste. It is important to be conscious of increasing the time to add value.



- Time spent operating a smartphone
- Multiple people working on a single screen
- Lao time???
  Minutes delay

Wasted in a broad sense

18

What should be done in the future

- Aim to develop and manage hum... human resources core compe...
  - Define EDL's enterprise-wide...
  - Correlate with the BSC and ... ecard for the human resources department.

Internationally competitive company

- Expand the number of educational trainers within EDL.
  - Link to the ranks of the Specialist Course in the Career Path System.
  - Strengthen collaboration with external educational institutions.
- Establish a career selection system
  - Include a career selection scheme in the ICD
- Clarify time discipline ➡ Improved business productivity
  - Increase the ratio of work time to value added
  - Enable time analysis and workflow analysis
  - Specify value-added and ancillary work in the job description

19

Thank you for your cooperation.

20

Project for Improvement of Power Utility Management in Lao PDR

JCC - Financial Business Planning

JICA Consultant Team

Vientiane
December 2023

Project for Improvement of Power Utility Management

Financial Business Planning

Purpose of Financial Business Planning

The purpose of Financial Business Planning

Predict the future from a financial perspective in order to achieve sustainable management

By Financial Business Planning...

1. Appropriate tariff level can be set
2. Investment decisions can be done with loan repayment consideration
3. Target of cost reduction can be set
4. Impact of FX fluctuation can be figured out
5. Be able to conduct strategic lender negotiations etc.



Basic Concept and Key Assumptions of Base Case

Basic Concept		1. Simple: Make model structure very simple for easy use at EDL in the future 2. Big picture: Input Data and calculation are not so detailed, because they are not needed for overall understanding and it takes long time to make them detailed
Key Assumptions	Revenue	1. Domestic Tariff: Set by each category at current level and no increase in the future 2. Export Price: Set by each country and voltage with no increase basically 3. Sales Volume: Based on the demand forecast from system planning dep.
	Electricity Purchase	1. Domestic Price: Set by each power plant and based on future estimate 2. Import Price: Set by each country and voltage with no increase basically 3. Purchase Volume: Based on the future estimate from system planning dep.
	CAPEX	1. New Investment: Transmission line etc. 2. Depreciation: Fix rate method for simplifying
	Loan	1. New Loan: 80% of new investment 2. Principal Repayment: 5% of outstanding amount 3. Interest Repayment: Average interest rate is 3.52%
	AP	1. Balance at year end: 20% of yearly purchase (Accumulated balance is paid in 2023)
	FX rate	1. USD: 20% increase in 2023, 9% increase in 2024, 2% increase every year after 2025

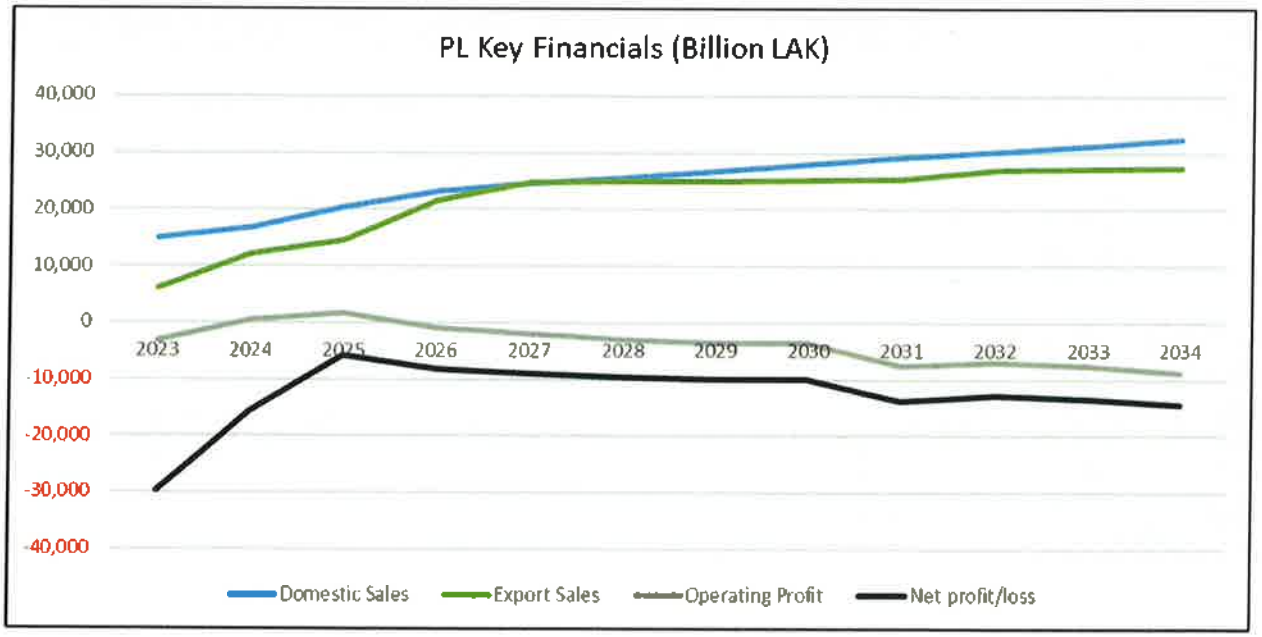
Key Financials of Base Case

Tentative information
(Input data needs to be refined)

EDL financial model		Check	OK 2022 Actual	OK 2023 Forecast	OK 2024 Forecast	OK 2025 Forecast	OK 2026 Forecast	OK 2027 Forecast	OK 2028 Forecast	OK 2029 Forecast	OK 2030 Forecast	OK 2031 Forecast	OK 2032 Forecast	OK 2042 Forecast	OK 2052 Forecast	OK 2062 Forecast
			0	1	2	3	4	5	6	7	8	9	10	20	30	40
1. Key financials																
Unit: Billion LAK																
PL	Domestic Sales			14,932	16,707	20,323	23,233	24,616	25,689	26,912	28,114	29,217	30,230	42,440	62,733	70,801
	Export Sales			6,069	12,150	14,517	21,582	24,764	24,932	25,043	25,140	25,377	27,054	40,264	52,415	68,774
	Electricity Purchase			22,995	26,870	31,709	43,378	49,183	51,598	53,485	55,000	60,419	62,405	81,062	108,187	154,601
	Depreciation			1,784	1,121	1,051	1,890	1,716	1,589	1,498	1,435	1,379	1,332	1,135	969	842
	Operating Profit			-3,250	472	1,679	-884	-1,937	-2,993	-3,462	-3,622	-7,647	-6,914	-69	5,230	-16,807
	Profit/Loss before interest and tax			-25,187	-10,809	-1,014	-3,547	-4,541	-5,399	-5,803	-5,899	-9,863	-9,072	-1,712	3,990	-17,751
	Interest expenses			4,529	4,781	4,785	4,706	4,460	4,225	4,110	4,000	3,894	3,797	2,884	2,176	1,659
	Net profit/loss			-29,715	-15,591	-5,799	-8,253	-9,001	-9,624	-9,913	-9,898	-13,757	-12,869	-4,597	1,451	-19,410
BS	Cash and cash equivalents		2,818	-28,478	-40,507	-50,627	-60,700	-71,764	-83,401	-95,444	-107,516	-122,650	-137,843	-224,375	-249,779	-364,674
	Property, plant and equipment		18,243	15,324	19,380	54,737	53,859	52,535	51,292	50,422	49,299	48,226	47,197	42,055	34,661	28,694
	Trade and other payables		29,171	4,599	5,374	6,342	8,676	9,837	10,320	10,697	11,000	12,082	12,481	16,212	21,637	30,920
	Borrowings		109,680	125,347	134,672	134,143	130,176	120,309	117,019	113,851	110,813	107,913	105,356	79,854	60,269	45,975
	Retained earnings		-58,650	-88,365	-103,956	-109,755	-118,007	-127,009	-136,632	-146,545	-156,443	-170,200	-183,069	-251,052	-264,086	-375,791
	Net Asset		-51,605	-81,320	-96,911	-102,710	-110,963	-119,964	-129,588	-139,500	-149,399	-163,155	-176,024	-244,007	-257,042	-368,746
CS	CF from operating activities			-20,088	1,189	2,691	1,688	168	-1,138	-1,820	-2,111	-5,420	-5,843	1,349	6,755	-15,548
	CF from investing activities			-409	-6,686	-4,827	-691	-553	-578	-605	-646	-705	-1,037	-300	-300	-300
	CF from financing activities			-10,799	-6,531	-7,995	-10,870	-10,679	-9,921	-9,618	-9,315	-9,010	-8,512	-6,847	-5,108	-3,839
	Total sales volume (M KWH)			16,208	20,961	22,144	27,805	30,786	31,538	32,429	33,124	35,202	35,470	49,175	67,300	74,626
	Total purchase volume (M KHW)			19,305	21,612	23,564	28,331	32,314	33,119	34,079	34,757	37,028	37,784	51,404	71,870	79,239
	Dif			3,097	652	1,419	1,526	1,528	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter																
2.1 Domestic tariff growth (residential)		Accumulate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2 Domestic tariff growth (non-residential)		Accumulate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3 Cost reduction of electric purchase		Not Accumulate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4 FX rate fluctuation (USD)		Accumulate	20%	9%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5 AP turnover rate		Normal: 20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6 Loan Repayment Rate		Normal: 5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

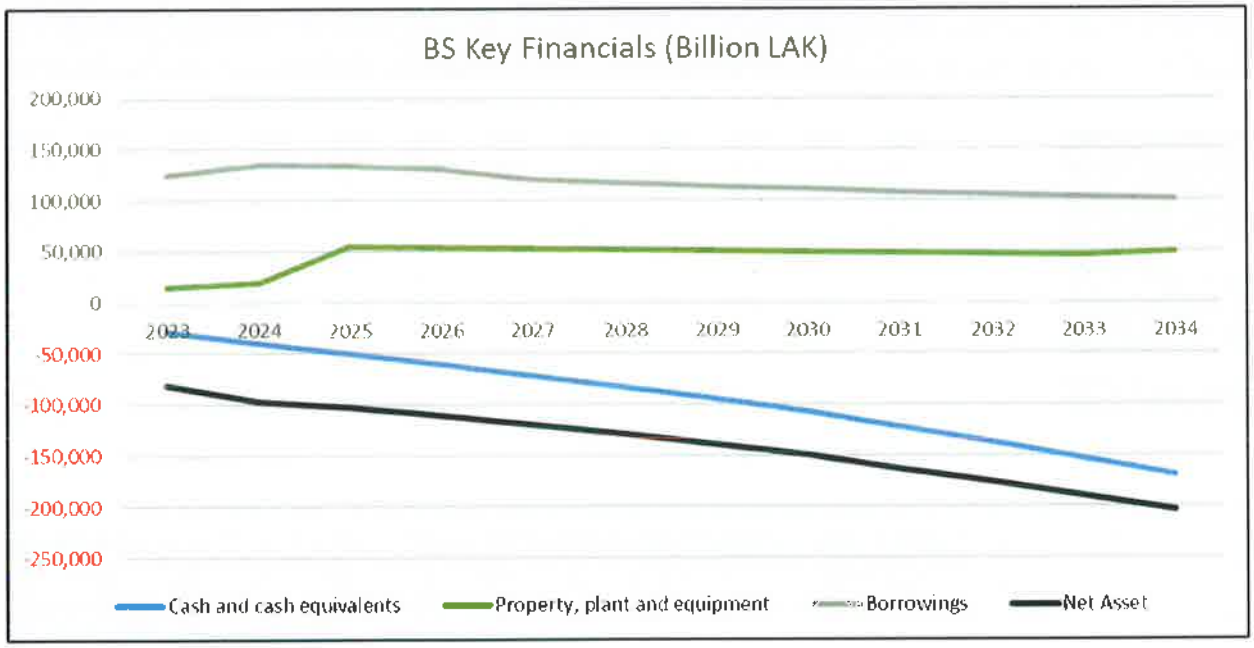
PL Key Financials of Base Case

Tentative information
(Input data needs to be refined)



BS Key Financials of Base Case

Tentative information
(Input data needs to be refined)



Example of Scenario Analysis

Parameter	Base Case	Example of Scenario
Domestic Tariff Growth (residential)	No increase	5% increase from 2024-2026
Domestic Tariff Growth (non-residential)	No increase	50% increase in 2024, 30% in 2025, 20% in 2026, 10% in 2027
Electricity Purchase	No decrease	5% decrease from 2024-2026
FX rate fluctuation	USD: 9% increase in 2024, 2% increase after 2025	USD: 20% increase in 2024, 10% in 2025, 5% in 2026, 2% after 2027
AP Payment	20% of yearly purchase (Accumulated balance is paid in 2023)	150% in 2023, 130% in 2024, 100% in 2025, 50% in 2026, 30% in 2027
Loan	Principal repayment: 5% of outstanding amount	Principal repayment: 3% of outstanding amount up to 2026 (5% after 2027)

Key Financials of Sample Scenario

Example

Project for Improvement of Power Utility Management

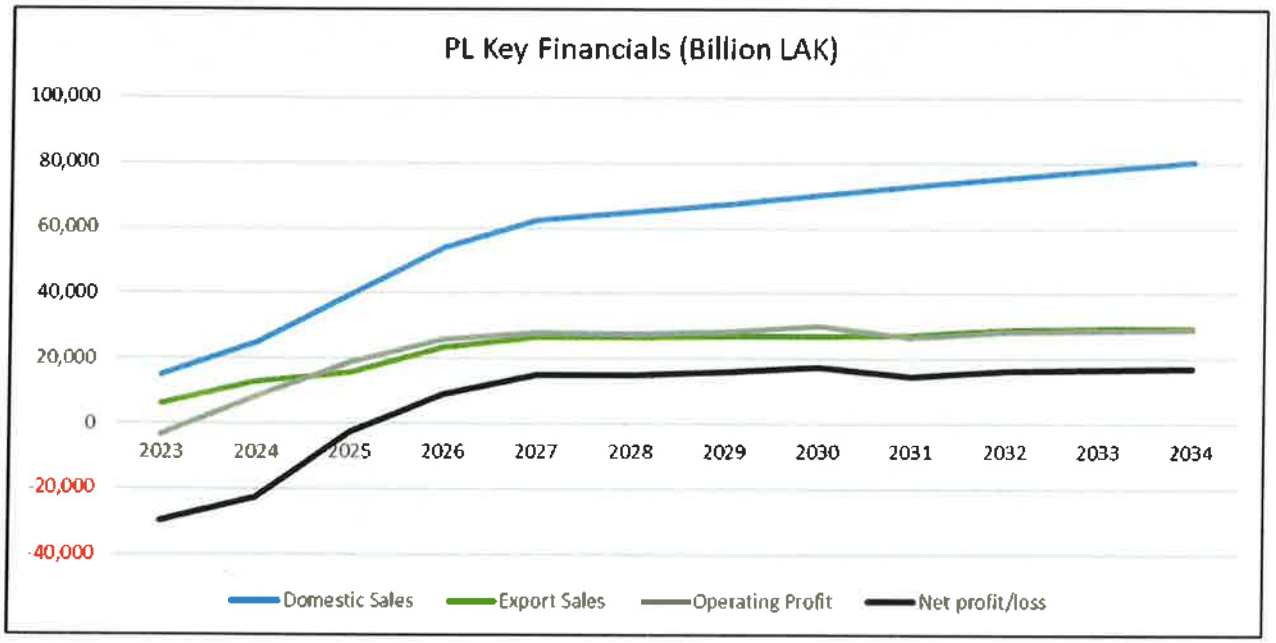
EDL financial model

	Check	OK 2022 Actual	OK 2023 Forecast	OK 2024 Forecast	OK 2025 Forecast	OK 2026 Forecast	OK 2027 Forecast	OK 2028 Forecast	OK 2029 Forecast	OK 2030 Forecast	OK 2031 Forecast	OK 2032 Forecast	OK 2042 Forecast	OK 2052 Forecast	OK 2062 Forecast
		0	1	2	3	4	5	6	7	8	9	10	20	30	40
1. Key financials															
Unit: Billion LAK															
PL	Domestic Sales		14,932	24,834	39,683	54,191	62,550	64,788	67,351	70,245	72,877	75,338	104,877	152,904	173,173
	Export Sales		6,069	12,732	15,621	23,297	26,508	26,715	26,867	27,005	27,289	29,010	42,672	55,385	72,440
	Electricity Purchase		22,995	27,657	35,071	49,188	58,889	61,564	63,657	65,236	71,718	74,050	95,282	125,209	178,793
	Depreciation		1,784	1,121	1,055	1,919	1,745	1,619	1,528	1,465	1,408	1,361	1,174	1,001	868
	Operating Profit		-3,250	8,353	18,701	25,869	27,911	27,797	28,501	30,008	26,486	28,372	50,383	81,139	64,796
	Profit/Loss before interest and tax		-25,187	-17,244	3,256	17,409	24,458	24,568	25,361	26,956	23,518	25,483	48,200	79,506	63,565
	Interest expenses		4,575	5,429	5,976	6,173	5,949	5,669	5,511	5,359	5,214	5,079	3,830	2,666	2,183
	Net profit/loss		-29,762	-22,672	-2,720	8,989	14,807	15,119	15,880	17,277	14,643	16,323	35,496	61,312	49,122
BS	Cash and cash equivalents	2,818	4,008	635	4,198	3,825	6,013	11,820	24,156	37,793	49,852	62,528	310,491	779,344	1,310,327
	Property, plant and equipment	18,243	15,324	19,583	56,171	55,382	54,028	52,755	51,924	50,770	49,668	48,610	43,964	38,222	29,968
	Trade and other payables	29,171	34,493	35,955	35,071	24,594	17,667	12,313	12,731	13,047	14,344	14,810	19,056	26,042	35,759
	Borrowings	109,680	127,985	154,458	169,188	172,624	161,485	156,965	152,610	148,429	144,431	140,867	105,988	79,343	59,896
	Retained earnings	-58,650	-88,412	-111,084	-113,804	-104,816	-90,008	-74,889	-59,009	-41,732	-27,089	-10,765	267,553	759,642	1,299,597
	Net Asset	-51,605	-81,367	-104,039	-106,760	-97,771	-82,963	-67,845	-51,965	-34,687	-20,044	-3,721	274,598	766,687	1,306,642
CS	CF from operating activities		9,806	8,306	15,907	11,358	17,087	19,865	26,014	26,953	25,033	25,409	42,690	67,279	53,724
	CF from investing activities		-409	-7,331	-5,674	-1,022	-609	-640	-673	-723	-784	-1,201	-300	-300	-300
	CF from financing activities		-8,206	-4,348	-8,670	-10,710	-14,290	-13,418	-13,005	-12,593	-12,180	-11,532	-9,168	-6,802	-5,075
	Total sales volume (M KWH)		16,208	20,961	22,144	27,806	30,786	31,536	32,426	33,124	35,202	35,470	49,175	67,350	74,626
	Total purchase volume (M KHW)		19,305	21,612	29,564	29,331	32,314	33,119	34,079	34,757	37,029	37,784	51,404	71,879	79,239
	Dif		3,097	652	1,419	1,526	1,528	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter															
2.1 Domestic tariff growth (residential)	Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2 Domestic tariff growth (non-residential)	Accumulate	0%	50%	30%	20%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3 Cost reduction of electric purchase	Not Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4 FX rate fluctuation (USD)	Accumulate	20%	20%	10%	5%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5 AP turnover rate	Normal: 20%	150%	130%	100%	50%	30%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6 Loan Repayment Rate	Normal: 5%	3%	3%	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

PL Key Financials of Sample Scenario

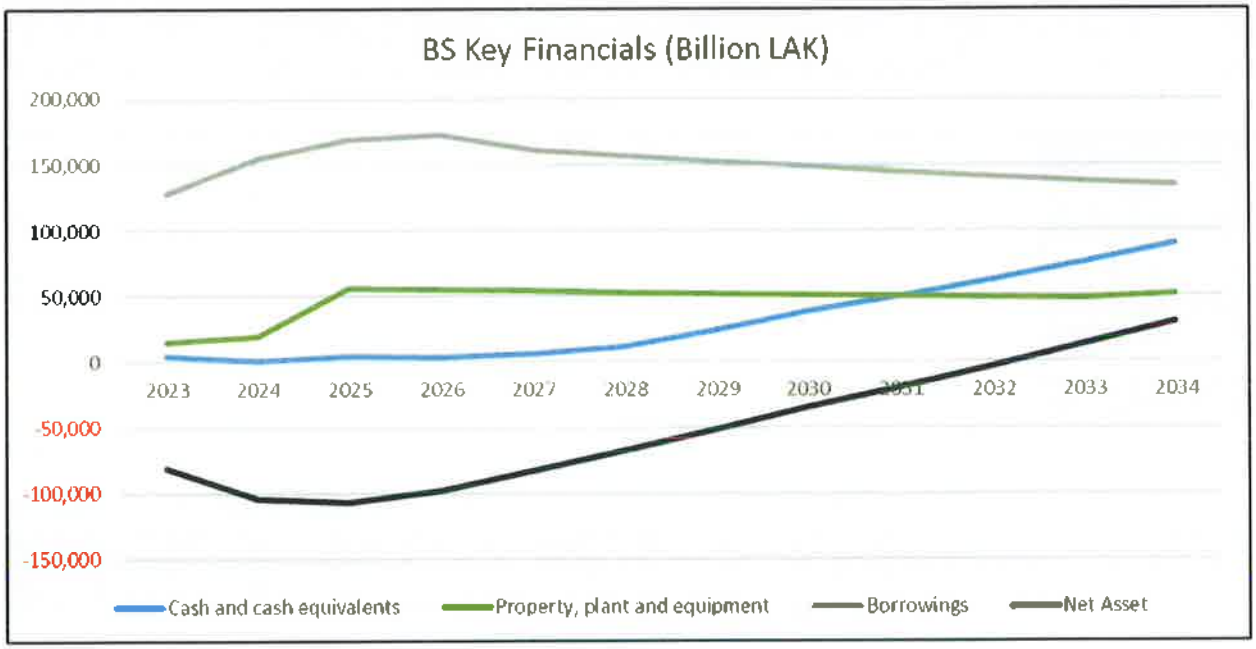
Example

Project for Improvement of Power Utility Management



BS Key Financials of Sample Scenario

Example



Challenges and tasks for enhancement

Challenges/Tasks	Contents	Note	EDL and/or JICA Consultant Team
1. Input data review	Input data needs to be reviewed. (Output data review is also effective in order to find out input errors)	Ex. Sales volume v.s. Purchase volume, CAPEX is enough??	EDL (and JCT)
2. Starting year update	The latest actual information in 2022 needs to be updated with 2023		EDL: Input data update JCT: Formula change
3. Model structure enhancement	Based on EDL's request, JCT will modify model structure	Ex. FX, Tax, etc.	JCT
4. Scenario analysis	Another parameter can be added for scenario analysis enhancement	Ex. Pessimistic demand forecast	JCT (based on the requests from EDL)
5. Loan information	If detailed loan information is provided, JCT can assist EDL in debt rescheduling and explanation to MOF		EDL and JCT
6. EDL-G	EDL-G should be also scoped in as a separate model		EDL/EDL-G/JCT

Debt Management & Reorganization

Indicative Financial Forecast
~ Key Financials of Base Case Scenario

Tentative information
(Input data needs to be refined)

EDL financial model

	Check	OK 2022 Actual 0	OK 2023 Forecast 1	OK 2024 Forecast 2	OK 2025 Forecast 3	OK 2026 Forecast 4	OK 2027 Forecast 5	OK 2028 Forecast 6	OK 2029 Forecast 7	OK 2030 Forecast 8	OK 2031 Forecast 9	OK 2032 Forecast 10	OK 2042 Forecast 20	OK 2052 Forecast 30	OK 2062 Forecast 40
1. Key financials															
Unit: Billion LAK															
PL	Domestic Sales		14,932	16,707	20,323	23,233	24,616	25,689	26,912	28,114	29,217	30,230	42,440	62,733	70,801
	Export Sales		6,069	12,150	14,517	21,582	24,764	24,932	25,043	25,140	25,377	27,054	40,264	52,415	68,774
	Electricity Purchase		22,995	26,870	31,709	43,378	49,183	51,598	53,485	55,000	60,410	62,405	81,062	108,187	154,601
	Depreciation		1,784	1,121	1,051	1,890	1,715	1,589	1,498	1,435	1,379	1,332	1,135	989	842
	Operating Profit		-3,250	472	1,679	-864	-1,937	-2,993	-3,462	-3,622	-7,647	-6,914	-69	5,230	-16,807
	Profit/Loss before interest and tax		-25,187	-10,809	-1,014	-3,547	-4,541	-5,399	-5,803	-5,896	-9,863	-9,072	-1,712	3,990	-17,751
	Interest expenses		4,529	4,781	4,785	4,706	4,460	4,225	4,110	4,000	3,894	3,797	2,884	2,176	1,659
	Net profit/loss		-29,715	-15,591	-5,799	-8,253	-9,001	-9,624	-9,913	-9,898	-13,757	-12,869	-4,597	1,451	-19,410
A	Cash and cash equivalents	2,818	-28,478	-40,507	-50,627	-60,700	-71,704	-83,401	-95,444	-107,516	-122,850	-137,843	-224,378	-249,779	-364,874
BS	Property, plant and equipment	18,243	15,324	19,380	54,737	53,859	52,535	51,292	50,422	49,299	48,226	47,197	42,055	34,661	28,694
	Trade and other payables	29,171	4,599	5,374	8,342	8,676	9,837	10,326	10,697	11,000	12,082	12,481	16,212	21,637	30,920
	Borrowings	109,880	125,347	134,672	134,143	130,176	120,309	117,019	113,851	110,813	107,913	105,356	79,854	60,269	45,975
	Retained earnings	-58,650	-88,365	-103,956	-109,755	-118,007	-127,009	-136,632	-146,545	-156,443	-170,200	-183,069	-251,052	-284,066	-375,791
B	Net asset	-51,605	-81,320	-96,911	-102,710	-110,963	-119,964	-129,588	-139,500	-149,398	-163,155	-176,024	-244,007	-257,042	-368,746
CS	CF from operating activities		-20,088	1,189	2,691	1,688	168	-1,138	-1,820	-2,111	-5,420	-5,643	1,349	6,755	-15,548
	CF from investing activities		-409	-6,686	-4,827	-891	-553	-578	-605	-646	-705	-1,037	-300	-300	-300
	CF from financing activities		-10,799	-6,531	-7,985	-10,870	-10,679	-9,921	-9,618	-9,315	-9,010	-8,512	-6,847	-5,108	-3,839
	Total sales volume (M KWH)		18,203	20,961	22,144	27,805	30,766	31,538	32,426	33,124	35,202	35,470	49,175	67,360	74,526
	Total purchase volume (M KWH)		19,306	21,812	23,564	29,331	32,314	33,119	34,079	34,757	37,029	37,784	51,404	71,579	78,239
	D#		3,097	852	1,419	1,526	1,525	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter															
2.1 Domestic tariff growth (residential)	Accumulate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2 Domestic tariff growth (non-residential)	Accumulate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3 Cost reduction of electric purchase	Not Accumulate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4 FX rate fluctuation (USD)	Accumulate	20%	9%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5 AP turnover rate	Normal: 20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6 Loan Repayment Rate	Normal: 5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

Indicative Financial Forecast

~ Key Financials of Sample Scenario

Example

EDL financial model

	Check	OK 2022 Actual 0	OK 2023 Forecast 1	OK 2024 Forecast 2	OK 2025 Forecast 3	OK 2026 Forecast 4	OK 2027 Forecast 5	OK 2028 Forecast 6	OK 2029 Forecast 7	OK 2030 Forecast 8	OK 2031 Forecast 9	OK 2032 Forecast 10	OK 2042 Forecast 20	OK 2052 Forecast 30	OK 2062 Forecast 40
1. Key financials															
Unit: Billion LAK															
Domestic Sales			14,932	24,834	39,683	54,191	62,550	64,788	67,351	70,245	72,877	75,338	104,877	152,904	173,173
export Sales			6,069	12,732	15,621	23,287	26,508	26,715	26,867	27,005	27,289	29,010	42,672	55,385	72,440
Electricity Purchase			22,005	27,667	36,071	49,199	59,999	61,564	63,657	65,296	71,718	74,050	95,980	125,209	178,793
PL Depreciation			1,784	1,121	1,055	1,019	1,745	1,619	1,528	1,465	1,408	1,361	1,174	1,001	868
Operating Profit			-3,250	8,353	18,701	25,869	27,911	27,797	28,501	30,008	26,486	28,372	50,383	81,139	64,796
Profit Loss before interest and tax			-25,187	-17,244	3,256	17,409	24,458	24,568	25,361	26,956	23,518	25,483	48,200	79,506	63,565
Interest expenses			4,575	5,429	5,976	6,173	5,949	5,669	5,511	5,359	5,214	5,079	3,830	2,866	2,163
Net profit loss			-29,762	-22,672	-2,720	8,989	14,807	15,119	15,880	17,277	14,643	16,323	35,496	61,312	49,122
A Cash and cash equivalents		2,818	4,008	635	4,198	3,826	6,013	11,820	24,156	37,793	49,852	62,528	310,491	779,344	1,310,327
Property, plant and equipment		18,243	15,324	19,583	56,171	55,382	54,028	52,755	51,924	50,770	49,668	48,610	43,964	30,222	29,908
BS Trade and other payables		29,171	34,493	35,955	35,071	24,594	17,667	12,313	12,731	13,047	14,344	14,810	19,058	25,042	35,759
Borrowings		109,680	127,985	154,458	169,188	172,624	161,485	156,965	152,610	148,429	144,431	140,607	105,988	79,343	59,896
Retained Earnings		-58,650	-88,412	-111,084	-113,804	-104,810	-90,003	-74,889	-59,009	-41,732	-27,089	-10,765	267,553	759,842	1,299,597
B Net Asset		-51,605	-81,367	-104,039	-109,760	-97,771	-82,963	-67,845	-51,965	-34,687	-20,044	-3,721	274,598	766,687	1,306,642
CF from operating activities			9,806	8,306	15,907	11,358	17,087	19,865	26,014	26,953	25,033	25,409	42,890	67,279	53,724
CF from investing activities			-405	-7,331	-5,674	-1,022	-609	-640	-673	-723	-794	-1,201	-300	-300	-300
CF from financing activities			-8,206	-4,348	-8,670	-10,710	-14,290	-13,418	-13,005	-12,593	-12,180	-11,532	-9,168	-8,802	-5,075
Total sales volume (M KWH)			18,209	20,961	22,144	27,805	30,796	31,539	32,426	33,124	35,202	35,470	49,175	67,360	74,626
Total purchase volume (M KHW)			19,305	21,612	23,564	29,331	32,314	33,119	34,079	34,757	37,020	37,764	51,404	71,879	79,239
Dif			3,097	652	1,419	1,526	1,528	1,581	1,653	1,633	1,827	2,314	2,229	4,519	4,613
2.Parameter															
2.1 Domestic tariff growth (residential)	Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.2 Domestic tariff growth (non-residential)	Accumulate	0%	50%	30%	20%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.3 Cost reduction of electric purchase	Not Accumulate	0%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.4 FX rate fluctuation (USD)	Accumulate	20%	20%	10%	5%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
2.5 AP turnover rate	Normal: 20%	150%	130%	100%	50%	30%	20%	20%	20%	20%	20%	20%	20%	20%	20%
2.6 Loan Repayment Rate	Normal: 5%	3%	3%	3%	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%	5%

EDL's Debt Repayment Capability

- EDL's current debt repayment capability is "not available" and it means EDL would face more severe situation either in operation and financing

bill. LAK	(A) Net Debt Balance as of 2032	(B) Source of Debt Repayment	Debt Repayment Capability (A/B)
Base Case Scenario	243,198	-47,420	*Not Available*
Sample Scenario	78,339	166,662	0.47 (= 4.7 years)

(A) Net Debt Balance as of 2032 ; Borrowing - Cash and Cash Equivalents

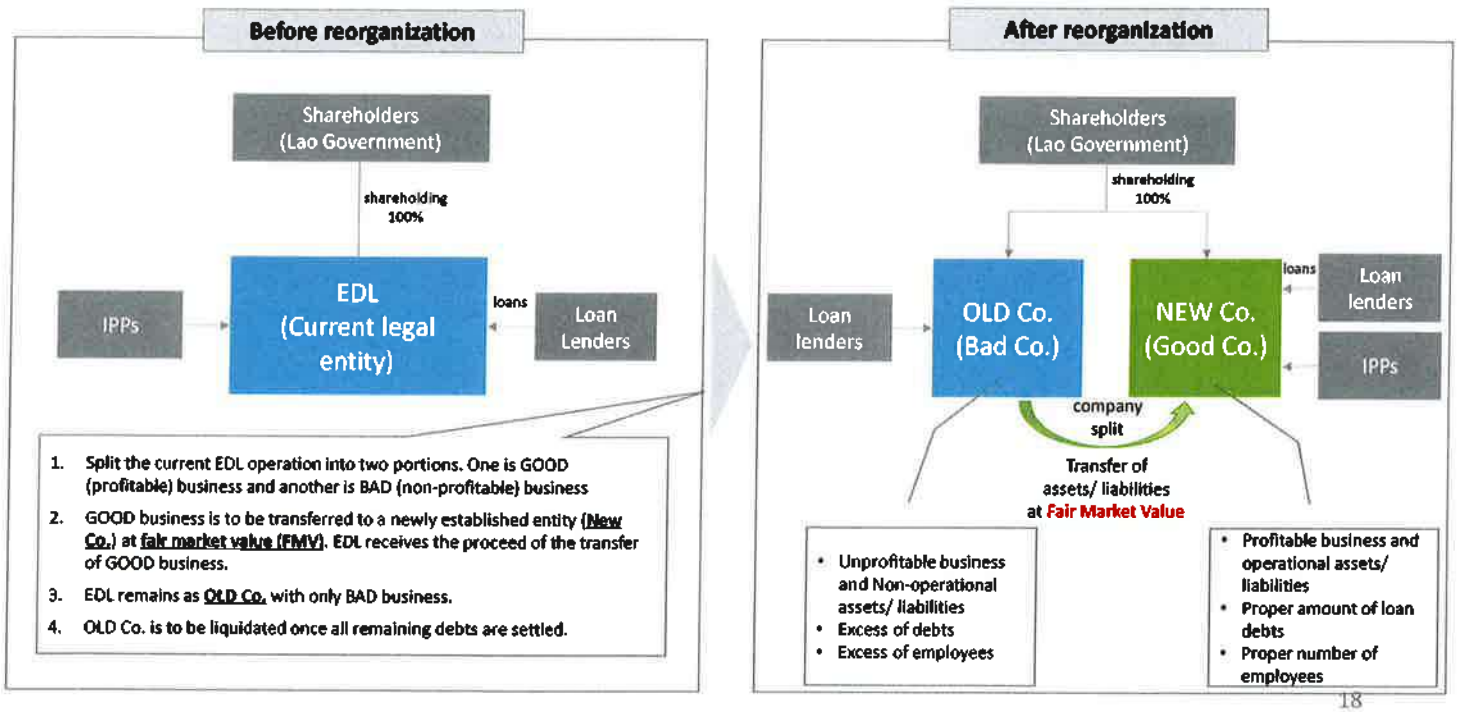
(B) Source of Debt Repayments ; Total amount of free cash flows in next 10 years (2023-2032)
Free cash flows (FCF) ; Cash flow from operating activities + Cash flow from investing activities

Enhancement of Debt Repayment Capability

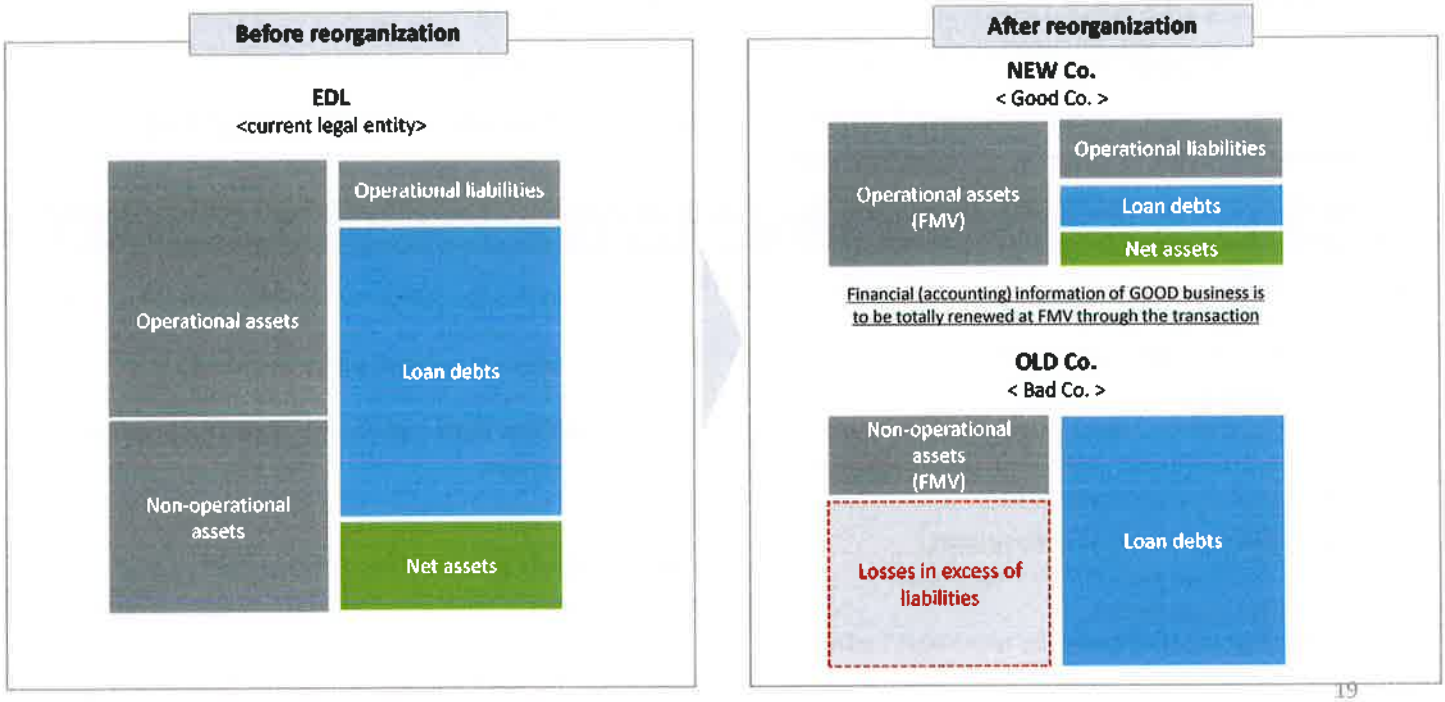
- To enhance EDL's debt repayment capabilities, EDL is required
  - First, to strengthen EDL's **internal cash generation capacity**
  - Then, to obtain **external cash/ capital support** if debt burden would exceed EDL's inherent debt repayment capabilities

Internal Cash Generating Capacity	External Cash/ Capital Support
• **Profitability** [mid-to-long-term business planning & cash management] - Revenue increase/ cost down • **Cash efficiency** - working capital [short-term cash management] - capital investment [mid-to-long-term business planning & cash management] • **Asset divestment** [not in discussion] - land, buildings and facilities not in use - financial investments - operating assets ("sales and lease back" scheme)	• **Compensation for losses by Lao Government** • **New investment by third-party investors** • **Reschedule of debt repayments/ debt forgiveness by existing lenders** *Internal efforts would be required to discuss over external support with Government/ investors/ lenders*

Reorganization through company split (Organization)



Reorganization through company split (Financials)



How to settle the debt burden to be remained in OLD Co.

Option A : Repayment by proceeds of operational assets



Debt repayment	Challenges
Proceeds from the transfer of GOOD business and sales of non-operational assets	Future profitability, or enterprise value, of NEW Co.

Option B : Repayment by lease fees paid by NEW Co.

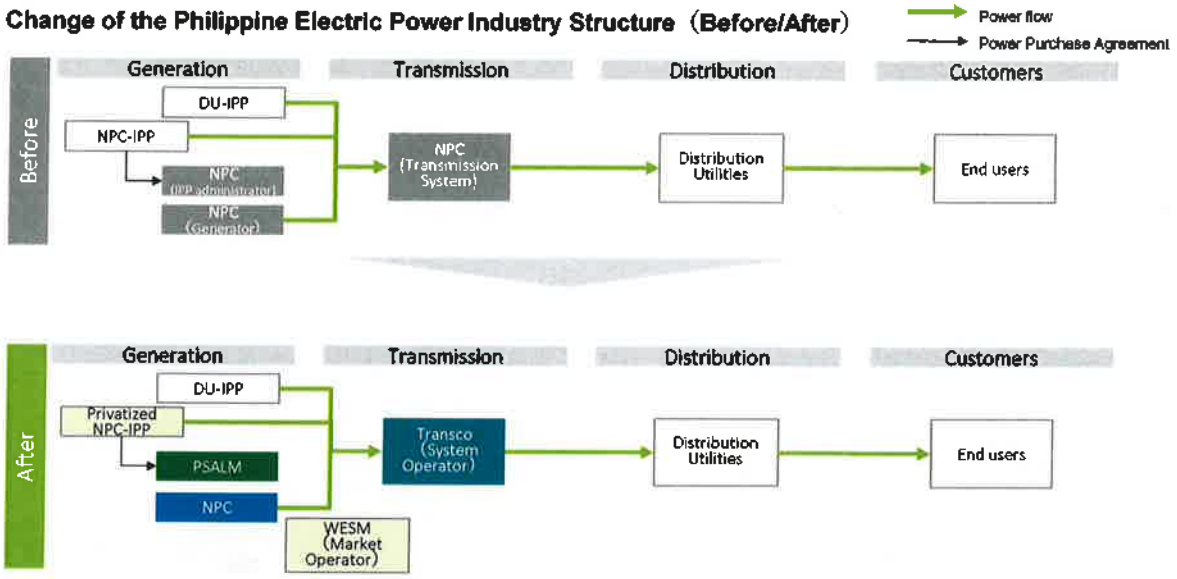


Lease payments by NEW Co., if OLD Co. holds operational assets required for the new EDL's business	NEW Co. to be bound with huge debt burden even after the reorganization

Case Study; Philippine

In Philippine case, the reform required to improve inefficiency of the power sector and increase competition of the market, reduce debt burden of National Power Corporation (NPC) and recover financial health

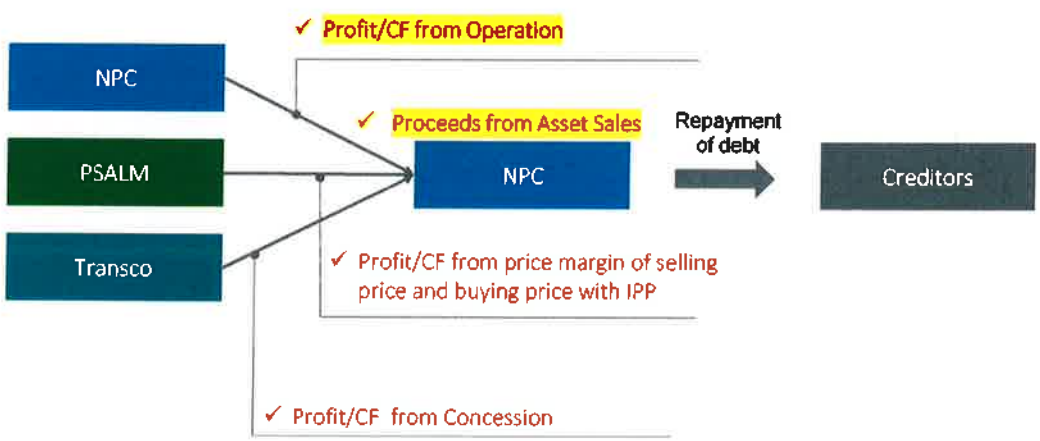
Change of the Philippine Electric Power Industry Structure (Before/After)



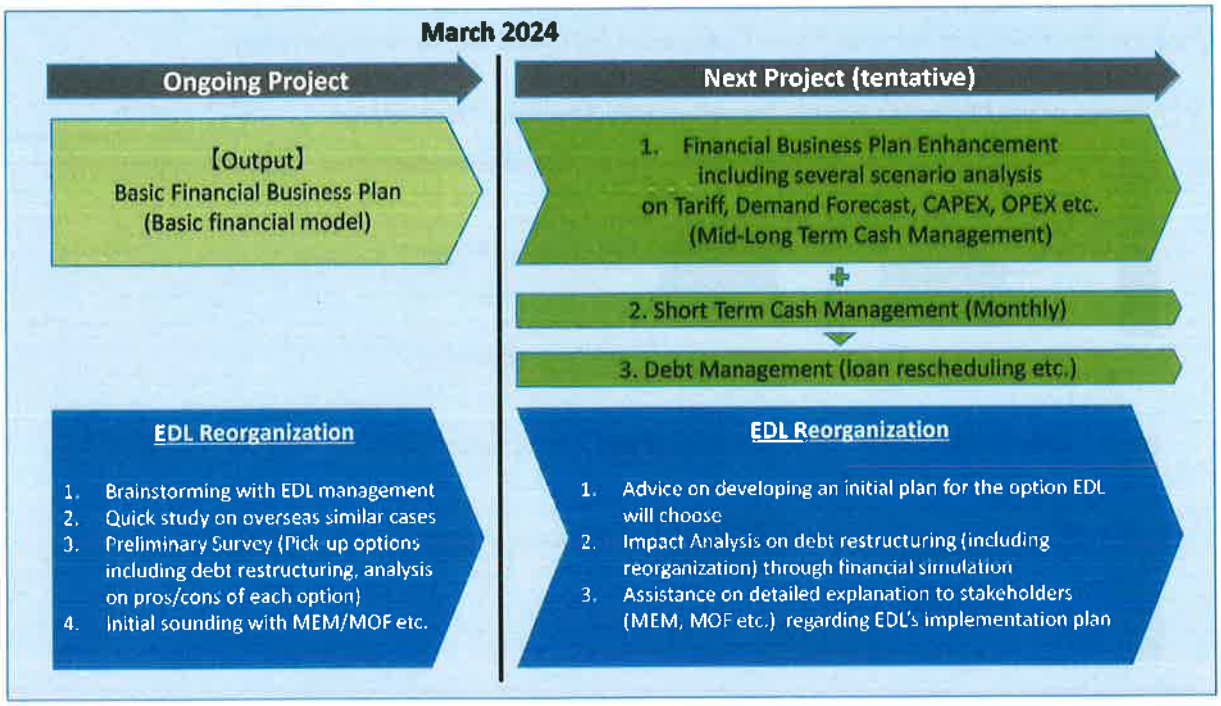
Case Study; Philippine

Major sources of debt repayments were **profit from NPC operation** and **proceeds from sale of NPC assets** (mainly power plants)

Debt Repayment Scheme after Reorganization



Next Project (tentative)



添付資料 47　本邦研修 研修員受入実績

添付資料　47

本邦研修 研修員受入実績

1. 第一回技術研修

I. 実施期間

2022 年 10 月 30 日～2022 年 11 月 11 日）

II. 研修員：16 名

氏名	役職
Mr. Thongsavanh KEOKHOUNGNING	Deputy Director of Business Planning and Finance Department
Mr. Sengphet SOULIGNAVONG	Deputy Director of System Planning Department
Mr. Vanxay SENGMUONG	Head of EDL’s Training Center
Mr. Vankham SENGMEUANG	Deputy Director of Organization and Administration Department
Mr. Vassana PHETLAMPHANH	Manager of Vientiane Capital-1 Branch
Mr. Souligna THAMMAVONG	Manager of Houaphan Branch
Dr. Benthilavanh TESO	Manager of Relation and Cooperation Division
Mr. Adsavin SENGTHONGKHAM	Acting Manager of Secretariat
Mr. Souksavanhxay BOUDSABA	Manager of Human Resource Division
Mr. Xaimoua MOUANORCHA	Acting Manager of Fund-Loan Management
Ms. Thipphachanh XAITHANASY	Manager of Planning Division
Mr. Sadachanh INTHAVONGSA	Deputy Manager Loss Reductions/DSM Division
Mr. Kedkeo PHENGSAVATH	Head of Unit of Evaluation and Compilation Division
Ms. Soliya SOPHA	Technical Officer
Mr. Vatthanavan SOUVANTHONG	Technical Officer
Mr. Bounthavyxay SIVANPHENG	Technical Officer

III.研修スケジュール

10 月 30 日　日本到着

10 月 31 日　オリエンテーション、ブリーフィング

11 月 11 日　国際大学による管理職研修（1 日目）

11 月 22 日　国際大学による管理職研修（2 日目）、新豊洲変電、東京給電指令所見学

11 月　3 日　国際大学による管理職研修（3 日目）

11 月　4 日　国際大学による管理職研修（最終日）

11 月 5～6 日　休日

11 月　7 日　日本の電力系統講義、中央給電指令所見学

11月　8日　新信濃変電所見学

11月　9日　電気の史料館見学、OCCTO業務説明、需要調整に関する説明・意見交換

11月10日　TEPCOカイゼン活動講義、閉講式

11月11日　離日

2.　第二回技術研修

I.　実施期間

2023年10月22日～2023年11月3日

II. 研修員：16名

氏名	役職
Visanoukone Sothammavong	Deputy and Acting Manager of Administration and Management System Division
Thongsy　VILIVONG	Acting Manager of Human Resource Department
Daosamai　KEOMANIXAY	Deputy manager of power system planning Division
INTHILA TASAKETH	Deputy Manager of Legal-General Agreement Division
Onthong Vilayphonh	Manager
Souksakhone Philavanh	Assistant Director
BOUNTHAN PHANDOLACK	Director
Noknoy Chanthavong	Head of HR Development Planning Unit
Souliyaphone luangaphay	Deputy manager of investment & new business division
Phoutsavanh CHANDAVONG	Deputy Head of Administrator and Gather Division
Khamsone SISOMDETH	Manager
PHETSAMONE VANTHA	Head of Electricite Du Laos Vientiane 2nd Branch
Souksavath SITHTHISAKD	Deputy Head of Unit
Phonepasong PHONEKEO	Manager of Relation and Cooperation Division
Lamngeun Sounaphan	Deputy Manager
Somxay PHANSOD	Head of Division

III.研修スケジュール

10月22日　来日

10月23日　ブリーフィング、オリエンテーション

10月24日　日本の電力系統講義、中央給電指令所、東京給電指令所見学

10月25日　配電研修

10月26日　山梨県米倉山水素技術センター見学

10 月 27 日　新信濃変電所見学
10 月 28 日　国際大学による管理職研修（1 日目）
10 月 29 日　休日
10 月 30 日　国際大学による管理職研修（2 日目）、新豊洲変電所見学、霞が関俯瞰見学
10 月 31 日　国際大学による管理職研修（3 日目）
11 月　1 日　国際大学による管理職研修（最終日）
11 月　2 日　TEPSCO カイゼン活動講義、閉講式
11 月　3 日　離日

以上