

2) Attainments of the Objectives

a. Objectives to be Attained

The objectives to be attained through the Course can be summarized as follows;

- to provide participants with practical knowledge related to pulp and paper production
- to provide training to master the technical skill of quality control
- to let participants to understand how to approach quality improvement,
- to provide participants with knowledge on formulation of development plan of small scale pulp and paper industry and on technical cooperation system.

b. Degree of Attainment

No bench mark test has been conducted to examine the degree of the attainment. The result of evaluation by participants, however, shows their high level of attainment of technique and knowledge. Uruguayan participants, as well as their companies, have reported to LATU high applicability of the Course. There is an example of raising productivity of a company which followed advices of a Japanese Expert.

Increasing number of applying countries, including that from Peru, shows high reputations of the Course.

In addition, much concern to formulation of development plans has been highlighted by participants in and after the Course in such field as;

- master plan for forestation and timber utilization for pulp production in Paraguay and Guatemala,
- feasibility study on bagasse paper plant construction in Costa Rica and Dominican Republic, and
- feasibility study on rehabilitation of non-operated plant in Guatemala.

The above fact can be raised as a proof of the attainment in participants' obtaining of knowledge on formulation of development plan and on technical cooperation system for small scale pulp and paper industry.

3. Adequacy of the Initial Plan

(1) Course Objectives

The Course objectives were properly set with adequate analysis of

- status of pulp and paper industry in Latin American countries in terms of production scale and technical conditions, and
- capability and role of the LATU and pulp and paper industry of Uruguay.

The Course objectives were set as;

- to provide participants with practical knowledge related to pulp and paper production,
- to provide training to master the technical skill of quality control,

- to let participants to understand how to approach quality improvement.
- to provide participants with knowledge on formulation of development plan of small scale pulp and paper industry and on technical cooperation system,

for the purpose that

- the Course is to promote the development of pulp and paper industry in small scale production countries and quality improvement activity in pulp and paper production in Latin America,

with a goal of

- to contribute to increase in self-sufficiency and improvement in quality of pulp, paper and paper-board production in those countries,

in a viewpoint that consumption of pulp, paper and paper-board increases with the growth of gross domestic products and development of pulp and paper industry has the highest priority in strategy of national economic development of developing countries.

The procedure and result in setting the objectives can be evaluated as quite adequate in terms of extension of the experience in development of small scale pulp and paper industry and the effect realized in the previous technical cooperation programs in Uruguay.

(2) Duration

Initially, the duration of the Course was planned as 3 weeks for the first year, and since JFY 1991 the duration has been planned to be revised into 2 weeks according to the evaluation of participants and LATU and change in the content of curriculum.

The change was made appropriately based on the curriculum review and positions of prospective participants.

(3) Qualifications of Applicants

Qualifications set in the initial plan are;

- to be nominated by the respective Government,
- to have a general background in pulp and paper field,
- to be presently engaged in the related public or private sector,
- to be under 50 years of age in principle,
- to have a good command of spoken and written Spanish, and
- to be in good health both in physically and mentally to complete the Course.

The qualifications set can be regarded as adequate for the nature of the Course. The qualifications can be regarded as not too strict because the number of applicants has always surpassed the number of expected participants, and not too loose because the selected participants was well qualified for the Course.

(4) Number of Expected Participants and Invited Countries

The number of expected participants is 25 including 5 of those from Uruguay. The number of the actual participants is similar to that of the expected, and the number of participants was evaluated as adequate by LATU and lecturers.

The number of invited countries is also regarded as adequate judging from the number of expected participants. The fact that all of 9 invited countries have applied to the Course can be a proof of appropriateness of the selection of invited countries as having high Course needs. In addition the number of invited countries has made it possible to collect enough number of applicants for proper selection of participants.

(5) Curriculum

Main subjects for 5 years of the Course are initially planned as follows taking into account of conditions of pulp and paper industries of invited countries;

JFY 1989; General guidance of pulp and paper

JFY 1990; Corrugated board

JFY 1991; Printing paper

JFY 1992; Packing paper and carton board

JFY 1993; Sanitary paper and others

The curriculum has been revised and planned in detail for each year on the basis of the initial plan after sufficient analysis of the evaluation by participants and review of the Course operation in previous years as well as situation of pulp and paper industries in invited countries.

(6) Lecturers

The lecturers were planned to be assigned with members of Pulp and Paper Laboratory of LATU as well as engineers dispatched from 5 private pulp and paper manufacturers corresponding to the curriculum. LATU has a good position to invite lecturers from private sector because the institute is managed under the board of which members consist of those representatives from Ministry of Industry, Energy and Mining, Chamber of Industry and the Central Bank.

4. Administration and Management of the Course

(1) Implementing Institute

LATU has implemented the Course in well managed manner with intensive enthusiasm. The high level of its management during the Course can be shown in the result of evaluation by participants. The scores in the evaluation have grown higher as the Course proceeds, which means its capability to solve problems and to improve the operation of the Course.

(2) Course Operation

1) G. I. Distribution

At initial stage, distribution of G. I. was delayed because of unfamiliarity and scarcity of contact through diplomatic channel between Uruguay and invited countries. Both the Japanese side and the Uruguayan side have cooperated to solve the problem resulting in the higher score of participants' evaluation related to awareness of the Course objectives in advance.

2) Selection of Participants

Selection of participants has been conducted appropriately resulting in the sufficient attainment of the Course and high scores of the participants in items related to fulfillment of expectation and applicability to participants' work.

3) Execution of Budget

LATU has flexibly appropriated its budget during the Course for those expenses other than born by JICA.

(3) Course Conduct

1) Lecturers

Uruguayan industry has been very cooperative so that highest level of engineers in Uruguay have participated as lecturers. In addition, LATU has invited those lecturers from Argentine, Brazil and Chile with advanced technology in the field of pulp and paper production under the cooperation of the Uruguayan industry. The foreign experts have taken most part of the cost including air fare by themselves. Japanese experts were also invited by the expense of LATU. The number of lecturers is given in the ANNEX-2.

2) Training Facilities and Equipment

LATU provided 3 conference rooms with audio-visual equipment. Facilities and equipment of LATU including those donated by the Government of Japan through the Pulp and Paper Quality Improvement Project have been effectively used during the Course.

3) Training Materials

Text books have been well prepared by LATU and Japanese Experts. Audio-visual materials were provided by LATU and the Japan Paper Association. Appropriate preparation of training materials have caused high attainment and outstanding instruction method.

4) Review of Curriculum

Major modifications of curriculum were carried out after the first and second seminar of the Course having the meeting of LATU, Japanese Experts and representatives from the Uruguayan industry based on the review of the evaluation by participants in terms of duration and contents of curriculum. The Course conduct has been established since the third seminar of the Course after trials at initial stage.

The appropriateness of the curriculum review and designing can be seen in the participants' evaluation where many of them marked "just right" or near "just right" in the items of coverage of subject, level, intensity of curriculum. The scores of these items have been improved gradually.

The participants evaluated that the topics were programed systematically, which was a result of well organized arrangement.

IV. CONCLUSION AND RECOMMENDATIONS

It can be evaluated that the Course is adequately planned and implemented, and that the Course objectives have been attained appropriately.

It can also be concluded that LATU has fully used the opportunity. Through the Course, LATU has learned know-how to implement the Course. The institute has acquainted with the system of Third Country Training Program of JICA. LATU has also mastered administration and management of the Course which allows appropriate Course implementation. Substantial level-up of its staff in technical field has been realized through its preparation of the Course. Through collaboration between LATU and pulp and paper industry in Uruguay, the institute has established close relationship with the industry so as to be more practical in its operation. LATU has learned much on advanced technology brought by Japanese Experts, foreign lecturers and participants.

Implementation period of the Course has been planned initially as 5 years from JFY 1989 to JFY 1993. It can be concluded that the Course will fulfill the objectives and can be proceeded as scheduled.

Recent situation of pulp and paper industry has started to change, mainly caused by MERCOSUR (Southern American Common Market), where the import tax shall be decreased to zero by 1995, agreed in March 1991. The movement will have strong impact on strategy of pulp and paper manufacturers which have to live in the competitive market. Industry development policy will be changed not only in the countries in MERCOSUR, comprising of Argentina, Brazil, Paraguay and Uruguay, but in neighboring countries. Expectation of participants for the Course will have to change substantially.

The Course needs with a goal of promotion of self-supply of pulp and paper in each of invited countries will have to be totally reviewed and the Third Country Training Program of JICA in Uruguay should be revised to establish programs (seminars) for other developments which accord with MERCOSUR.

LIST OF ITEMS TO BE EVALUATED (SUMMARY)

I. COURSE NEEDS

ITEM	DESCRIPTION
1. Continuity of Course Needs (1) Course Needs Recognized upon Establishment of the Course	- Ratio of Application=No. of Applicants / No. of Participants* 1,68 (JFY 1989), 1,86 (JFY 1990), 1,82 (JFY 1991) 1,76 (JFY 1992) (* excluding those with self-finance)
(2) Change in Course Needs and Necessity of Modification	- No. of applying countries grew from 7 in JFY 1989 to 9 in JFY 1992 out of 9 invited countries. - Because of MERCOSUR the Course Needs will change substantially following changes in the market condition of pulp and paper and company strategies of pulp and paper manufacturers.

II. ATTAINMENT OF THE COURSE NEEDS

ITEM	DESCRIPTION
1. Inputs (1) JICA Inputs 1) Fund	- US\$53.917,17 (JFY 1989) US\$61.040,00 (JFY 1990) US\$66.100,00 (JFY 1991) US\$71.163,76 (JFY 1992)
2) Dispatch of Japanese Experts	- Mr. Takahito Mikami (from March 2 to April 30, 1990) - Dr. Hyoe Hatakeyama (from March 21 to April 2, 1990, March 14 to March 24, 1992 and March 20 to March 29, 1993) - Mr. Noboru Shima (February 27 to March 25, 1991)
3) Provision of Equipment	- Major equipment were donated by the Japanese Government in the Project for Pulp and Paper Quality Improvement. - Following equipment were brought by Japanese Experts • pH. indicator set, MPC-6 • Magnet valve, Model PKS-06-27 • Electric humidity meters, Model HN-T11 and HN-Q412
4) Counterparts Training in Japan	- Mr. Hugo Cuba (November, 1990) - Mr. Ciro Cirilli (November, 1992)
(2) Inputs by Uruguayan Side 1) Fund	- US\$24.750,00 (JFY 1989) US\$2.639,00 (JFY 1990) US\$2.135,00 (JFY 1991) US\$979,07 (JFY 1992)
2) Assignment of Lecturers and Other Staff	Refer to the ANNEX-2

ITEM	DESCRIPTION
3) Provision of Facilities and Equipment	<ul style="list-style-type: none"> - 3 seminar rooms with audio-visual equipment and necessary facilities and equipment are well provided and those donated by the Government of Japan through the Pulp and Paper Quality Improvement Project are effectively used.
2. Outputs	
(1) Accepted Participants	Refer to the ANNEX-1
(2) Attainments of the Objectives	
1) Objectives to be Attained	<ul style="list-style-type: none"> - to provide participants with practical knowledge related to pulp and paper production - to provide training to master the technical skill of quality control - to let participants to understand how to approach quality improvement, - to provide participants with knowledge on formulation of development plan of small scale pulp and paper industry and on technical cooperation system.
2) Degree of Attainment	<ul style="list-style-type: none"> - Participants' evaluation shows that the major objectives of the Course have been almost fully attained and their expectations have been fulfilled. - Formulation of many development plans on pulp and paper industry in participants' countries have been highlighted in and after the Course.

III. ADEQUACY OF THE INITIAL PLAN

ITEM	DESCRIPTION
1. Course Objectives	Course objectives are adequately set for the status of pulp and paper industry in Latin American countries in terms of the production scale and technical conditions aiming at the extension of the experience in development of small scale pulp and paper industry and also at the extension of the effect realized in the previous technical cooperation programs in Uruguay.
2. Duration	Duration has adequately been planned and revised according to the curriculum plan and review of the Course in previous year.
3. Qualifications of Applicants	Qualifications are adequately set for the nature of the Course. The strictness is also regarded as appropriate.
4. Number of Expected Participants and Invited Countries	The expected 25 persons are adequate for the content of the curriculum and the Course conduct. Invited countries are adequately planned in accordance with the number of expected participants and analysis of the Course needs. Adequacy in selection of invited countries resulted in sufficient application.
5. Curriculum	Curriculum has been adequately planned and revised based on the initial plan and sufficient review of the Course in previous year.
6. Lecturers	Assignment of lecturers is adequately planned in conformity with the contents of curriculum in order to provide practical knowledge.

IV. ADMINISTRATION AND MANAGEMENT

ITEM	DESCRIPTION
1. Implementing Institute	LATU has implemented the Course in well managed manner with intensive enthusiasm and its capability to solve problems and to improve the operation of the Course.
2. Course Operation	
(1) G. I. Distribution	Problems at initial stage were solved with collaboration of both the Japanese and Uruguayan sides.
(2) Selection of Participants	Selection of the participants has been conducted appropriately followed by the result of the sufficient attainment of the Course.
(3) Execution of Budget	LATU has flexibly appropriated its budget during the Course.
3. Course Conduct	
(1) Lecturers	LATU and Uruguayan pulp and paper industry have cooperated in assigning lecturers so that the highest level of engineers in Uruguay, as well as those invited from foreign countries with advanced technology of the field. Japanese experts have also been invited by the expense of LATU.
(2) Training Facilities and Equipment	Facilities and equipment have been appropriately provided and used effectively.
(3) Training Materials	Appropriate preparation of training materials have caused outstanding instruction method and high attainment of the Course.
(4) Review of Curriculum	The appropriateness of the curriculum review and designing can be seen in high scores and improvements of participants' evaluation in the related items.

The Comparison of Applicants, Selected Applicants and Participants

	TOTAL			JFY1989			JFY1990			JFY1991			JFY1992		
	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
A: The number of applicants															
B: The number of selected applicants															
C: Participants															
Bolivia	17	10	10	4	2	2	4	3	3	2	2	2	7	3	3
Costa Rica	21	12	12	4	3	3	6	3	3	6	4	4	5	2	2
Dominican Republic	15	8	8	4	2	2	6	3	3	1	1	1	4	2	2
Ecuador	22	14	14	4	4	4	9	4	4	5	3	3	4	3	3
El Salvador	22	13	12	8	4	3	4	3	3	4	3	3	6	3	3
Honduras	3	3	1	—	—	—	—	—	—	2	2	—	1	1	1
Guatemala	17	10	10	2	2	2	6	3	※3	6	2	2	3	3	3
Panama	5	1	1	—	—	—	—	—	—	1	—	—	4	1	1
Paraguay	17	9	8	6	3	3	4	1	1	4	3	2	3	2	2
1 SUB TOTAL	139	80	76	32	20	19	39	20	20	31	20	17	37	20	20
2 Uruguay	—	—	22	—	—	6	—	—	10	—	—	5	—	—	1
3 TOTAL(1+2)	139	80	98	32	20	25	39	20	30	31	20	22	37	20	21

※ A paying participant is not included.

Number of Lecturers

	JFY1989	JFY1990	JFY1991	JFY1992	Total
Lecturers from					
Japanese Expert (Dispatched by JICA, including those of other purpose)	2	1	1	1	5
LATU	3	2	2	2	9
Paper Industry in Uruguay	10	2	6	9	27
Other Industries in Uruguay	—	2	15	9	34
Foreign Engineers (Invited)	—	8			
Japanese Expert (Invited by LATU)	1	3	2	1	7
Government Authority of Uruguay	2	2	1	—	5
Total	18	20	27	22	87

6. 第三国集団研修「ウルグアイ紙パルプ」各年次の研修科目

第1回（平成元年度，1990年）

- 3月13日（火） 11:00 Opening Ceremony
- 14日（水） A.M. Pulp Making
P.M. Pulp Making
- 15日（木） A.M. Advances in Chemical Pulping, Laboratory Pulping
P.M. Paper Making
- 16日（金） A.M. Sanitary and Tissue Production, Laboratory Paper Making
P.M. Production of Cardboard,
Laboratory Coating and Printing and Writing Papers Test
- 17日（土） Visit to Maldonado
- 19日（月） A.M. Production of Packing Papers, Liners and Mediums
P.M. Quality Control of Liners and Mediums
Laboratory Test on Liners and Mediums
- 20日（火） A.M. Production of Board, Corrugated Board and Boxes
P.M. Laboratory Test on Corrugated Board
- 21日（水） A.M. Uruguayan Paper Industry, Visit to LATU Laboratories
P.M. Laboratory Test on Corrugated Boxes
- 22日（木） Study Tour to FNP (Juan Lacaze)
- 23日（金） Study Tour to PAMER (Mercedes)
- 26日（月） Study Tour to PAMER (Montevideo), IPUSA (converting), CICSSA,
IPUSA (coating)
- 27日（火） A.M. Study Tour to IPUSA (Pando), Cartonera (Pando)
P.M. Fiber Raw Materials
- 28日（水） A.M. History, Actual Situation and Perspectives of Forestation in Uruguay
P.M. Forest for Pulp Production
- 29日（木） A.M. Quality Control Circles in Pulp and Paper Industry
P.M. Development Plans and Technical Cooperation
- 30日（金） A.M. Course Evaluation
P.M. Closing Ceremony

第2回(平成2年度, 1991年)

- 3月 4日(月) 9:00-10:30 Opening Ceremony
10:30-12:30 Introduction
14:00-17:00 Visit to all LATU Laboratory
- 5日(火) 9:30-18:30 Presentation made by Participants
- 6日(水) 9:30-12:30 Production and Productivity of Corrugated Board
14:30-17:30 Quality Control in Corrugated Board and Boxes
- 7日(木) 9:30-12:30 Adhesives
14:00-15:45 Coatings
16:00-17:30 Small Scale Plants Machinery
- 8日(金) 9:30-11:00 Waste Paper Recovery Small Plants
11:15-13:15 Photopolymer Cliche Technology
14:30-16:30 Forestation, Actual Situation and Perspectives
- 11日(月) 9:30-11:15 Flexographic Inks
11:30-12:30 Flexofolder Machines
14:00-15:30 Rotary Die Cutters
15:45-17:30 Computing Programs for Corrugated Board Plants and Box Design
- 12日(火) 9:30-11:00 Adhesive Closing Systems
11:15-12:45 String-king System
14:30-16:30 Unitization, Straps, Stretch and Shrink Films
- 13日(水) 9:30-13:00 Factory Visit (PAMER, Montevideo)
15:00-17:30 Development Plans and Technical Cooperation
- 14日(木) 9:30-12:30 Total Utilization of Eucalyptus
15:00-17:30 Corrugated Boxes, User's Point of View
- 15日(金) 9:30-13:00 Factory Visit (CICSSA, Canelones)
14:30-16:00 Waste Water Treatment Plants
16:15-18:00 Non Wood Fiber Pulping Plant
- 18日(月) 9:30-10:00 Corrugated Board Industry in Bolivia
10:00-10:45 Joint Evaluation
11:00-13:00 Quality Control Circles in Paper Industry
14:00-18:00 Instruction on the Relevant Tests in Liners, Mediums and Corrugated Sheets
- 19日(火) 6:30-19:30 Factory Visit (PAMER, Mercedes)
- 20日(水) 9:30-14:30 Instruction on the Relevant Tests in Empty and Filled Boxes, and Hands on Practice by Participants)
14:30-17:30 Round Table on Productivity in Corrugated Board Industry (parallel activity for participants engaged in corrugated board production)

21日(木) 9:30-13:30 Hazards during Distribution of Merchandises
Development of Filled Boxes Testing Sequences
Technical Group Activities

14:30-18:00 Joint Evaluation

22日(金) 11:00-12:30 Closing Ceremony

12:30-14:00 Farewell Lunch

14:30-17:00 Complement of Instruction in Relevant Corrugated Tests

第3回(平成3年度, 1992年)

3月16日(月) 9:30-10:30 Opening Ceremony

10:30-12:00 Visit to all LATU Laboratory

12:00-12:45 Introduction

13:45-17:00 Presentation made by Participants from Ecuador, El Salvador,
Guatemala, and Costa Rica

17日(火) 9:30-12:45 Present Situation of Pulp and Paper Industry in Uruguay

13:45-15:15 Utilization of Eucalyptus Pulp for Printing and Writing Papers

15:30-17:00 Instruction on the Relevant Tests in Pulps for Printing and Writing
Papers

18日(水) 9:30-11:00 Utilization of Wood as Fuel by Gasification Process

11:15-12:45 Press Filters and Coverings for Press Rolls

13:45-15:15 Wires and Dryers Felts

15:30-17:00 Presentation made by Participants from Bolivia, Dominican Republic,
and Paraguay

19日(木) 9:30-11:00 Additives and Filters, Retention Theory

11:15-12:45 Dying Materials

13:45-15:15 Optical Brighteners

15:30-17:00 Microbiology of Paper Pulps

20日(金) 9:30-11:00 Water Circuit in Paper Mills

11:15-12:45 Surface Sizing

13:45-14:45 Lightening of Printing and Writing Papers

15:00-16:00 Neutral Paper

16:15-17:45 Total Utilization of Lignin

23日(月) 9:30-11:00 Utilization of Wood in Paper Mill Boilers

11:15-12:45 Intermediate Joint Evaluation

13:45-17:00 Instruction on the Relevant Laboratory Tests in Printing and Writing
Papers

24日(火) 9:30-11:00 Printing Process and Printing Inks

11:15-12:45 Maintenance of Paper Mills

13:45-15:15 Coating and Printability of Printing and Writing Papers

15:30-17:00 Process Control in Paper Mills

- 25日(水) 9:30-11:00 Productivity
 11:15-12:45 Human Resource Management
 13:45-15:15 Instruction on Relevant Laboratory and Pilot Plant Coating Tests
 15:30-17:00 Development Plans and Technical Cooperation
- 26日(木) 7:30-17:30 Factory Visit (FNP, Juan Lacaze)
 20:30-22:30 Farewell Dinner
- 27日(金) 9:00-10:30 Factory Visit (IPUSA, Pando)
 10:30-12:00 Factory Visit (Cartonera Pando, Pando)
 14:00-16:00 Joint Evaluation
 16:00-17:00 Closing Ceremony

第4回(平成4年度, 1993年)

- 3月15日(月) 9:30-10:30 Opening Ceremony
 10:30-12:00 Visit to all LATU Laboratory
 12:00-12:45 Introduction
 13:45-17:00 Presentation made by Participants from Bolivia, Ecuador, El Salvador, Guatemala, Costa Rica, Paraguay, Dominican Republic and Panama
- 16日(火) 9:30-12:45 Present Situation of Production and Consumption of Tissue Paper within MERCOSUR
 13:45-15:15 Wires for Tissue Paper Manufacturing
 15:30-17:00 Raw Materials for Tissue Papers
- 17日(水) 9:30-11:00 Optimization of a Tissue Paper Mill
 11:15-12:45 Chemicals for Tissue Paper Manufacturing
 13:45-15:15 Metal Coating of the Yankee Cylinder
 15:30-17:00 The Yankee Cylinder in Manufacturing of Tissue Paper
- 18日(木) 9:30-11:00 Creping of Tissue Paper
 11:15-12:45 Conversion of Toilet Paper in Uruguay
 13:45-15:15 Conversion of Toilet Paper in Brazil
 15:30-17:00 Conversion of Special Tissue Paper Products
- 19日(金) 9:30-11:00 Factory Visit (PAMER, Montevideo)
 11:15-12:45 Instruction on the Relevant Tests in Tissue Paper
 13:45-17:00 Instruction on the Relevant Tests in Multiple Ply Kraft Bags
- 22日(月) 9:30-11:00 Manufacturing of Kraft Paper for Multiple Ply Bags
 11:15-12:45 Types of Multiple Ply Kraft Bags
 13:45-17:00 Design of Multiple Ply Kraft Bags
- 23日(火) 9:30-11:00 Quality Control in Multiple Ply Kraft Bags
 11:15-12:45 Filling Process in Multiple Ply Kraft Bags
 14:30-17:00 Factory Visit (IPUSA, Pando)

- 24日(水) 9:30-11:30 Factory Visit (CICSSA)
13:45-15:15 Notebooks Manufacturing
15:30-17:00 Copy Paper Manufacturing
- 25日(木) 9:00-10:00 Factory Visit (BARREIRO Y RAMOS)
10:30-12:00 Books Manufacturing
14:30-16:30 Factory Visit (IPUSA, Montevideo)
- 26日(金) 9:00-10:00 Biopulping and Biodegradation of Lignin
11:15-12:45 Highly Functional Cellulosic Materials
14:00-16:00 Joint Evaluation
16:00-17:00 Closing Ceremony

7. 帰国研修員ヒヤリング調査のためのクエスチョネア(西文)

CUESTIONARIO

Para los ex-participantes del Seminario Internacional
sobre
Desarrollo de la Industria en Pequeña Escala de Pulpa de Celulosa de Papel
en
la República Oriental del Uruguay

Rogamos a usted llenar los siguientes cuestionarios. Por orden, LATU y JICA para evaluar y mejorar futuros seminarios, serán bienvenidos y apreciados sus francas opiniones y sugerencias constructivas.

Llenar con letra de imprenta o a máquina y
marque a continuación:

[1] bueno [2] regular [3] pobre

I. Pregunta General

(1) Nombre Completo: _____
(Edad) _____

(2) Dirección Particular: _____

(3) Dirección de Empresa: _____

(4) Año de Participación: _____

(5) Curriculum (Desde que Ud. ha participado en el Seminario hasta el presente)

Titulo	Fecha de Servicio	Nombre y Dirección del Empleado	Tipo de Organización (Indicar si es público/privado/empresa mancomunada)

(6) Favor de resumir sus obligaciones incluido en las responsabilidades personales.

(7) Favor de indicar su actual posición en su organización. (Esquematizar la organización con el número de personal en cada sección, departamento/centro e indicar su posición)

II. Necesidades del seminario

(1) ¿Sus superiores acostumbran que los empleados se inscriban en los seminarios?

[1] siempre [2] algunos veces [3] nunca

(2) ¿Ud. cree que el seminario es útil para su país considerando la situación actual de ésta área?

[1] Sí [2] No

En el caso de responder "No", explique las razones.

[1] Me parece que el seminario no lo encuentro necesario para mi país.

[2] A pesar de que el seminario es útil para nuestro país, el nivel es demasiado alto para mis colegas.

[3] A pesar de que el seminario nos parece útil nuestro país, el nivel es demasiado elemental para mis colegas.

[4] Otros

En el caso de responder "Otros", favor de explicar detalladamente.

(3) ¿Ha participado alguna vez en otros cursos de su país o en el exterior?

[1] Sí

[2] No

1) Si ha participado, por favor informemos.

Duración del curso	Instituto/Lugar/País	Nombre del seminario y su contenido

2) ¿Cómo evalúa los cursos comparados con el seminario internacional sobre desarrollo de la industria en pequeña escala de pulpa de celulosa de papel?

[1] muy útil

[2] tan útil como el seminario

[3] menos útil

[4] otros

En el caso de responder "otros", favor de explicar detalladamente.

(5) ¿Ud. espera asistir en otro seminario de nivel avanzado en el futuro?

[1] Sí [2] No

En el caso de responder "Sí", ¿Qué tema específico espera estudiar profundamente?
En el caso de responder "No", favor de dar sus razones.

III. Resultado del seminario

(1) ¿Cuál es su principal propósito de la asistencia al seminario?

- [1] Para lograr un conocimiento general del tema.
- [2] Para lograr el conocimiento del país que empalamiento el seminario.
- [3] Para estudiar el conocimiento obtenido por los japoneses.
- [4] Para intercambiar opiniones con los participantes del exterior.
- [5] Para viajar al exterior.
- [6] Otros.

En el caso de responder "Otros", favor de explicar detalladamente.

(2) ¿Hasta qué punto adquirió nuevos conocimientos a través del seminario?

En absoluto						Mucho
(-)	[1]	[2]	[3]	[4]	[5]	(+)

(3) ¿Hasta qué punto mejoró sus técnicas a través del seminario?

En absoluto						Mucho
(-)	[1]	[2]	[3]	[4]	[5]	(+)

(4) ¿Hasta qué punto cambio su actitud y/o la manera de pensar hacia sus obligaciones a través del seminario?

En absoluto						Mucho
(-)	[1]	[2]	[3]	[4]	[5]	(+)

(5) ¿Hasta qué punto podría Ud. utilizar los conocimientos, las técnicas y experiencias adquiridas durante el seminario para su trabajo?

En absoluto						Mucho
(-)	[1]	[2]	[3]	[4]	[5]	(+)

(6) ¿Cuáles fueron los temas más útiles y aplicables para Ud.?

(7) ¿Cómo podría Ud. utilizar los conocimientos, las técnicas y experiencias que adquirió durante el seminario para su trabajo?

Estos los podría utilizar para:

[1] Resolver problemas técnicos que yo o mi institución encuentre.

[2] Impartir a otros quienes podrían beneficiarse.

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[3] Otros.

En el caso de responder "Otros", favor de explicar detalladamente.

(8) ¿Hasta qué punto podría Ud. divulgar los conocimientos y técnicas adquiridas en el seminario?

En absoluto							Mucho
(-)	[1]	[2]	[3]	[4]	[5]		(+)

(9) ¿Cómo podría Ud. divulgar los conocimientos y técnicas adquiridas en el seminario?

Podría divulgar de la siguiente forma:

- [1] Informando personalmente a mis colegas.
- [2] Impartiendo lecciones.
- [3] Impartiendo cursos de entrenamiento y seminarios.
- [4] Haciendo publicaciones.
- [5] Otros.

En el caso de responder "Otros", favor de explicar detalladamente.

(10) ¿Cuáles son las principales obstáculos que Ud. considera le impide realizar la divulgación y/o la utilización de los conocimientos adquiridos en el seminario?

- [1] carecer de personal entrenado
- [2] carecer de apoyo de parte de los superiores

- [3] carecer de los expertos extranjeros
- [4] carecer de facilidades
- [5] carecer de literatura técnica
- [6] por carecer de presupuesto
- [7] dirección pobre
- [8] promoción de estructura
- [9] no tiene servicio de entrenamiento en actividad
- [10] trasladar trabajo al otra organización (BRAIN DRAIN)
- [11] otros

En el caso de responder "otros", favor de explicar detalladamente.

(11) ¿Ha encontrado algún mejoramiento en su posición de trabajo/obligación/ o trabajo desde que asistió al seminario?

- [1] Sí
- [2] No

En el caso de responder "Sí", favor de indicar en qué punto fue aplicable;

- [1] aumento de salario
- [2] promoción
- [3] mejor calificación
- [4] mejor reputación
- [5] motivación por elevada educación
- [6] oportunidades de buen empleo

[7] otros

En el caso de responder "otros", favor de explicar detalladamente.

IV. Otros

(1) Para mejorar el programa del Seminario Internacional en futuro, podría darnos sus comentarios francos o sugerencias.

(2) Favor de escribir las problemas técnicas y dificultades de Ud. o su institución.

Muchas gracias por su cooperación.

8. 参加研修員名簿

年度・テーマ	平成元年度	平成2年度	平成3年度	平成4年度
国名	紙パルプ全般	段ボール、小規模紙 パルプ生産工場・機器	印刷・筆記紙	包装紙、板紙、テ ィシュー・ペーパー
ボリビア	GUSTAVO PABON HUGO MOBAREC	JUAN CARLOS ARNEZ MARCELO FERRUFINO MERCEDES FERNANDEZ	JOSE ILLESCAS MARCELO FERRUFINO (2)	JOSE ILLESCAS (2) CARLOS LEMUZ WALTER MEJIA
コスタリカ	RAMON CORELLA WALTER ZAVALA LUIS MURILLO	WALTER ZAVALA (2) GUILLERMO VILLALOBOS MARIA LORENA BLANCO	MANUEL MOYA MARIA LORENA BLANCO (2) SAYRA NAVAS XINIA HERNANDEZ	HUMBERTO TRIMINO ANA C.SOTO
ドミニカ	RAFAEL THEN MERCEDES DISLA	RAFAEL THEN (2) MERCEDES DISLA (2) HERMINIO MONTERO	EURIBIADES GIL	MIGUEL DE CAMPS MYRA HAZIM
エクアドル	EDUARDO PALIZ VICTOR SANCHEZ VICTOR VITERI JUAN JACOME	VICTOR SANCHEZ (2) JUAN JACOME (2) JUAN MONTEL EDWIN HIDALGO	ROBERTO FRANCO JUAN JACOME (3) EDWIN HIDALGO (2)	ALCIDES PROANO JUAN JACOME (4) RAUL PUJOS
エルサルバドル	RENE CALDERON ROLANDO CUEVA JOAQUIN GOCHEZ	RENE CALDERON (2) JUAN BUSTILLO VICTOR BARA	RENE CALDERON (3) JOSE RAMIREZ ROLANDO GUEVA (2)	RENE CALDERON (4) VICTOR BARA (2) OSCAR MAGANA
ホンジュラス	—	—	—	ELISEO RIVERA
グアテマラ	CARLOS ARGUETA OSCAR FLETES	OSCAR FLETES (2) JORGE ARIMANY JOSE MOLINA PABLO GARCIA *	WERNER VALLEJO ARTURO SOLIS	OSCAR FLETES (3) GAMALIEL ORELLANA ARTURO SOLIS (2)
パナマ	—	—	—	ZOILA YADIRA
パラグアイ	CESAR BERNI ROGELIO VIDAL CRISTINO BENITEZ	VICENTE DUARTE	HUGO AYALA DAMIANA MANN	EDGAR CHAMORRO DAMIANA MANN (2)
計	19	21	17	20

1. ■ は複数回参加者
2. () は複数回参加者の参加回数
3. *印は自費参加者

JICA

