

ブラジル連邦共和国
生産性・品質向上
巡回指導調査団報告書

1998年12月

国際協力事業団

序 文

コロール政権(当時)は、1990年6月、輸入の自由化・外貨の導入などの規制緩和や国営企業の民営化を進める一方、品質と生産性の向上を目的としたブラジル品質・生産性プログラム(PBQP)活動を開始しました。このプログラムには、数多くの機関が参加し、16州で独自のプログラムを展開しています。

さらに、ブラジル政府は、品質・生産性向上にかかわる活動を専門的に実施する機関として、数州にIBQP(ブラジル品質・生産性機構)を設立することを計画し、貿易・技術協力等の面で関係が深い我が国に対して技術協力を要請してきました。

それに対し、日本政府は、国際協力事業団を通じて、1994年3月に事前調査団、同年10月に長期調査員を派遣したのち、1995年1月にパラナ州クリチバにIBQP-PR(IBQPパラナ)が設立されたのを受け、同年4月に実施協議調査団を派遣してR/D等を署名・交換し、同組織を実施機関として同年6月1日から5年間の協力を開始しました。

その後、IBQP-PRの所長をはじめとする幹部の辞任等が続いたこともあり、プロジェクトの円滑な進捗に支障を来すおそれのあることが懸念されていましたが、1998年3月の新所長の着任以降、ブラジル側のプロジェクト運営体制も徐々に整備され始めています。

このような状況下、プロジェクト開始後約3年半を経過していることもあり、これまでのプロジェクトの技術移転の進捗状況を把握(中間評価)するとともに、今後の技術協力計画を日本、ブラジル双方で協議する必要性がありました。上記のブラジル側の体制変更があったことから、まず現状を把握するため、1998年7月に運営指導チームを派遣するとともに、10月にはIBQP-PR所長を研修員として日本に招致し、中間評価に向けた意見交換を実施しました。

今般、上記運営指導および所長訪日時の意見交換の結果を踏まえ、技術移転の進捗状況と課題を取りまとめるとともに、今後の技術協力計画をブラジル側と協議・作成することを主な目的として、1998年12月5日から12月20日まで巡回指導調査団を派遣しました。

本報告書は、同調査団の調査結果を取りまとめたものです。

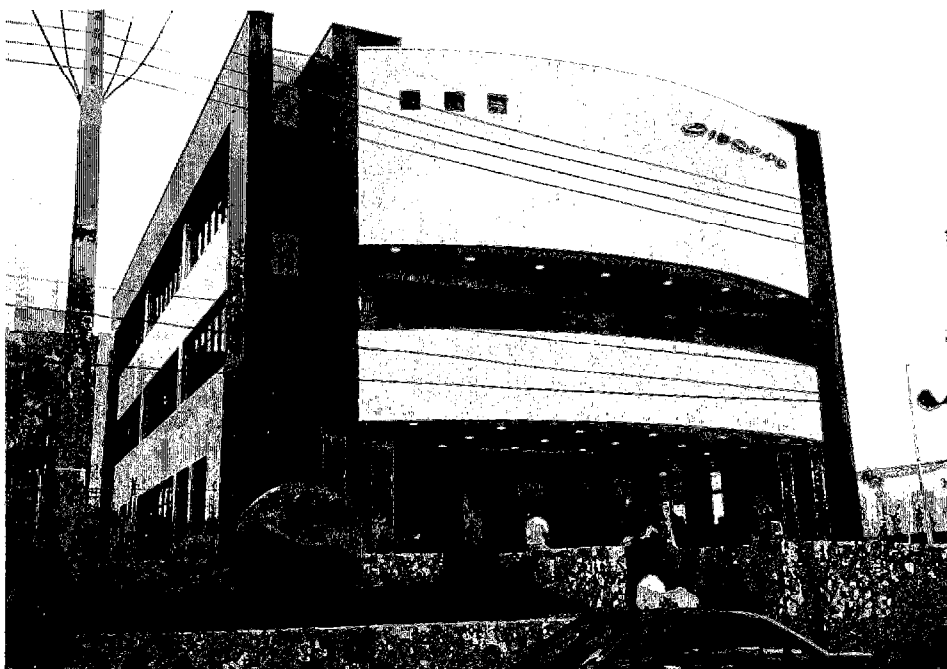
ここに本調査団の派遣に関し、ご協力いただいた日本およびブラジル両国の関係各位に対し、深甚の謝意を表するとともに、あわせて今後のご支援をお願いする次第です。

1998年12月

国際協力事業団
鋳工業開発協力部
部長 谷川 和男



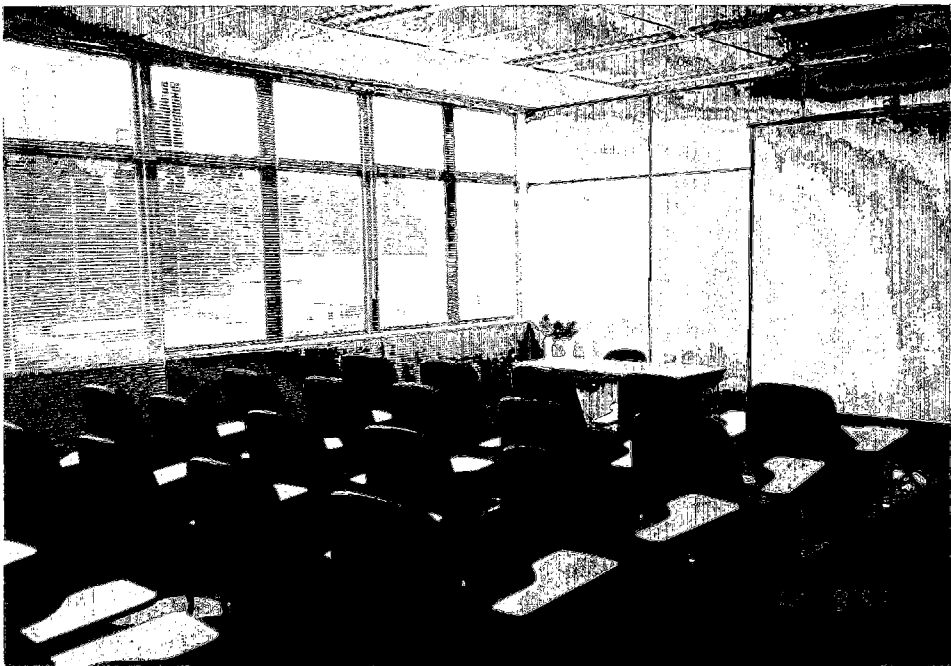
ミニッツ署名(左から Milet IBQP-NA 所長、Lemos Representative of MICT、Lima Bilateral Coordinator of ABC、桑島団長、Prosdocimo IBQP-PR 会長、Barbalho Technical Director of SEBRAE-PR)



新研修センター(1998年12月完成)



視聴覚ホール(新研修センター3階)



研修ルーム(新研修センター2階)

プロジェクト・サイト位置図



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第 1 巡回指導調査団の派遣

1 - 1 協力要請の背景

コロール政権(当時)は、1990年6月、輸入の自由化・外貨の導入などの規制緩和や国営企業の民営化を進める一方、品質と生産性の向上を目的としたブラジル品質・生産性プログラム(PBQP)活動を開始した。このプログラムには数多くの機関が参加し、16州で独自のプログラムを展開している。

さらに、ブラジル政府は品質・生産性向上にかかわる活動を専門的に実施する機関として、数州にIBQP(ブラジル品質・生産性機構)を設立することを計画し、貿易・技術協力等の面で関係が深い我が国に対して技術協力を要請してきた。

このような状況下、日本政府は国際協力事業団を通じて、1994年3月に事前調査団、1994年10月に長期調査員を派遣したのち、1995年1月にパラナ州クリチバにIBQP-PR(IBQP パラナ)が設立されたのを受け、同年4月、実施協議調査団を派遣して討議議事録(R/D)等を署名・交換し、同組織を実施機関として同年6月1日から5年間の協力を開始した。

1 - 2 調査団派遣の経緯と目的

前回の計画打合せ調査団(1996年6月)において、IBQP-PRの自立のために従来「人事管理・労使関係」のサブ的分野として位置づけていた「普及促進」分野への協力に対するIBQP-PR側のニーズが高まっていることが確認されたため、ブラジル側のニーズにより合った指導体制づくりを目的として長期専門家の指導分野見直しを行い、当初の「人事管理・労使関係」を「人材育成・産業組織化」に変更し、更に人材育成および普及促進の2分野に分けた。

その後、IBQP-PRの所長をはじめとする幹部の辞任等が続いたこともあり、プロジェクトの円滑な進捗に支障を来すことが懸念されていたが、1998年3月の新所長の着任以降、ブラジル側のプロジェクトの運営体制も徐々に整備され始めている。

このような状況下、プロジェクト開始後約3年半を経過していることもあり、これまでのプロジェクトの技術移転の進捗状況を把握(中間評価)し、今後の技術協力計画を日本、ブラジル双方で協議する必要があったが、上記のブラジル側の体制の変更があったため、まず現状を把握することを目的として、1998年7月、運営指導チームを派遣するとともに、10月にはIBQP-PR所長を研修員として日本に招致し、中間評価に向けた意見交換を実施した。

本調査団は、上述の運営指導および所長訪日時の意見交換の結果をも踏まえ、本プロジェクトの協力対象となっている「普及促進」「人材育成」「企業支援」「生産性測定」の各分野における技術移転の進捗状況を把握して課題を取りまとめるとともに、それを踏まえ、今後の技術協力計画を協議・作成し、結果を協議議事録(ミニッツ)に取りまとめ、署名・交換する。

1 - 3 主要調査項目

(1) PBQP の現状

(2) IBQP-PR の現状

- 1) IBQP-PR の役割〔 IBQP-PR の NPO(National Productivity Organization)化要望〕
- 2) 組織・人員体制
- 3) 予算の仕組み
- 4) 関係機関との関係

(3) プロジェクトの進捗状況の確認

1) これまでの投入実績の確認

日本側 専門家派遣、研修員受入、機材供与、ローカルコスト支援
ブラジル側 予算措置、人員配置、ローカルコスト負担

2) 技術協力進捗状況の確認

(4) 残余協力期間の活動計画案の見直し検討・作成

- 1) 計画管理諸表の見直しおよび作成(PDM、PO、TSI 等)
- 2) 今後の投入についての検討

日本側 専門家派遣、研修員受入、機材供与、ローカルコスト支援
ブラジル側 予算措置、人員配置、新建屋、ローカルコスト負担

(5) 普及促進分野の労使関係関連の取り扱い検討

- 1) IBQP-PR の方針の確認
- 2) IBQP-PR を取りまく状況の確認
- 3) プロジェクトにおける活動範囲の検討

(6) プロジェクト運営上の問題点等

1 - 4 調査団の構成

氏名	担当業務	所属
桑島 京子	総括	国際協力事業団鉱工業開発協力部鉱工業開発協力第一課課長
廣岡 直道	技術協力計画	(財)社会経済生産性本部国際本部国際部部長
藤田 健司	機材・研修計画	(財)社会経済生産性本部国際部
木村 弘則	協力企画	国際協力事業団鉱工業開発協力部鉱工業開発協力第一課職員

1 - 5 調査日程

日順	月日	曜日	日 程	
1	12月5日	土	団長、協力企画 12:00 日本発(JL006) 10:15 ニューヨーク着 20:00 ニューヨーク発(RG865)	
2	12月6日	日	10:20 ペロオリゾンテ着 ペロオリゾンテ イタウナ(陸路)	
3	12月7日	月	午前 CETEF(ブラジル中小企業鑄造技術向上プロジェクト)サイト視察および意見交換 午後 イタウナ ペロオリゾンテ(陸路)	技術協力計画、機材・研修計画 21:00 日本発(JL064)
4	12月8日	火	10:50 ペロオリゾンテ発(RG183) 12:00 サンパウロ着 14:15 サンパウロ発(RG164) 15:15 クリチバ着 新建屋開所式 専門家チームとの打合せ(2)出席者:調査団、CA、PC)	8:40 サンパウロ着 11:15 サンパウロ発(VP111) 12:05 クリチバ着 到着後 専門家チームとの打合せ(1) (プロジェクト進捗状況の補完情報収集)
5	12月9日	水	9:00 IBQP-PR(プロストシモ会長)表敬(参加者:調査団、専門家チーム) 10:00 日本総領事館表敬(参加者:調査団、CA、PC) 11:30 KICK-OFF MEETING(出席者:IBQP-PR幹部、調査団、専門家チーム、C/P) 14:30 IBQP-PRとの協議(IBQP-PRの現状) 17:00 専門家チームとの打合せ(3)プロジェクト進捗状況、評価に関する説明)	
6	12月10日	木	終日 専門家との個別打合せ(後半期活動計画策定状況)	
7	12月11日	金	終日 IBQP-PRとの協議(分野別後半期活動計画策定(TA、R&D、KM)) 19:00 専門家チームとの打合せ(4)PDM見直し)	
8	12月12日	土	終日 資料整理	
9	12月13日	日	終日 専門家との個別打合せ(普及促進、CA、PC)	
10	12月14日	月	8:45 IBQP-PRとの協議(評価5項目、PDM)出席者:IBQP幹部、調査団、CA、PC、C/P) 午後 IBQP-PRとの協議(予算、機材) 17:00 評議委員会視察(参加者:団長、技術協力計画、CA) 18:00 専門家チームとの打合せ(5)PDM見直し)	
11	12月15日	火	8:30 IBQP-PRとの協議(分野別後半期活動計画策定(PM)、労使関係分野) 11:00 IBQP-PR(プロストシモ会長)との協議(出席者:団長、技術協力計画) 14:00 IBQP-PRとの協議(短専派遣計画、PDM)出席者:IBQP幹部、調査団、CA、PC、C/P)	
12	12月16日	水	8:00 SEBRAE-PR視察 9:00 IBQP-PRとの協議 14:00 パラナ州知事表敬(参加者:IBQP幹部、団長、技術協力計画、CA、プロストシモ会長、JICAサンパウロ事務所員) 15:00 パラナ州労働局長との協議(出席者:PMのTCおよび専門家、技術協力計画、CA、JICAサンパウロ事務所員) 16:30 クリチバ市長表敬(参加者:IBQP幹部、団長、技術協力計画、CA、JICAサンパウロ事務所員) テクパール視察	
13	12月17日	木	9:00 労組代表者との協議(出席者:団長、技術協力計画、IBQP-PR所長、PMのTC、MGR、専門家、CA) 午後 IBQP-PRとの協議、ミニッツ案作成	
14	12月18日	金	10:30 合同調整委員会(出席者:MICT、ABC、SEBRAE-NA、IBQP-NA、IBQP-PR幹部、調査団、専門家チーム)調査団主催昼食会 15:00 ミニッツ署名(出席者:MICT、ABC、SEBRAE-NA、IBQP-NA、IBQP-PR幹部、調査団、専門家チーム、C/P) 21:15 クリチバ発(VP960) 22:05 サンパウロ着	
15	12月19日	土	1:05 サンパウロ発(JL063)	
16	12月20日	日	13:15 日本着	

1 - 6 主要面談者

ブラジル側

(1) Brazilian Cooperation Agency(ABC)

Ms. Mariza Graca Lima Bilateral Coordinator

(2) Ministry of Industry, Commerce, and Tourism(MICT)

Mr. Antonio Humberto Medeiros Lemos Representative

(3) Brazilian Service for the Support of Micro and Small Enterprises in Parana(SEBRAE-PR)

Mr. Andre Luiz da Rocha Barbalho Technical Director

(4) Brazilian Institute of Quality and Productivity(IBQP-NA)

Mr. Evandro Barreira Milet Superintendent

Mr. Eugenio Tolstoy de Simone Technical Superintendent

(5) Brazilian Institute of Quality and Productivity in Parana(IBQP-PR)

Mr. Sergio Marcos Prosdocimo President of Administrative Council

Mr. Helio Gilberto Amaral Director Superintendent

Mr. Fulgencio Torres Viruel Project Coordinator

Mr. Joao Trevisan Administrative Manager

Mr. Sergio Povia Pires Manager, Dept. of Productivity Movement

Mr. Ney Cesar Oliveira King Technical Coordinator, Dept of Productivity Movement

Mr. Willy Khede Cardoso Manager, Dept. of Technology Application

Mr. Valter Piva Technical Coordinator, Dept. of Technology Application

Mr. Luis Claudio Skrobot Manager, Dept. of Research and Development

Ms. Gislene Regina Durski Technical Coordinator, Dept. of Research and Development

Ms. Maria Jose Reis Pontoni Manager, Dept. of Knowledge Management

Ms. Ana Tiemi K. Sugisawa Technical Coordinator, Dept. of Knowledge Management

日本側

(1) 在クリチバ日本国総領事館

井上 浩	総領事
大前 誠之助	領事

(2) JICA サンパウロ事務所

村上 ビセンテ	所員
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(3) 生産性・品質向上プロジェクト

長谷 紘和	チーフアドバイザー
小池 和佳子	業務調整
和田 晴夫	普及促進長期専門家
滝沢 信一	人材育成長期専門家
三森 邦弘	生産管理長期専門家
長澤 重夫	品質管理長期専門家

1 - 7 主要面談録

1 - 7 - 1 ブラジル品質・生産性機構パラナ(IBQP-PR)プロスドシモ会長表敬

日 時：12月9日9：00～9：30

先 方：Mr. Sergio Marcos Prosdocimo IBQP-PR 会長
Mr. Helio Gilberto Amaral IBQP-PR 所長
Project Coordinator および Technical Coordinator

当 方：調査団全員
専門家チーム

調査団長より、12月8日に開催された新研修センター開所式が盛会であったことに対し祝辞を述べるとともに、調査団の目的について説明を行い、IBQP-PRがブラジルのなかでどのような位置づけを得たいとしているのか、また、そのためにどのように政府・関係機関に働きかけているのかを確認したうえで、残余協力期間にプロジェクトの活動として重点を置くポイントについて協議したい旨、述べた。

先方より、本プロジェクトへの日本側の協力に感謝するとともに、以下のとおり発言があった。

- ・ ブラジルは体制として変化が多い国なので、すべてにおいて柔軟に対応することが重要である。
- ・ IBQP-PRはブラジルのニーズに応える必要があり、そのためにはIBQP-PRのサービスの質を高めたい。

団長より、IBQP-PRのNPO(National Productivity Organization)化に関し、IBQP-PRは全国に働きかける役割を持つようとしているのか、また、NPOになるためには、どの機関の賛同を得る必要があるのかについて質したところ、先方より以下のとおり発言があった。

- ・ NPOになるには、特定機関の賛同の有無が重要なのではなく、IBQP-PRが持つ技術水準で決まると考えている。
- ・ プロジェクトの前半期に各州から集めたテンポラリー C/P(TC/P)に対して技術移転を行ったので、少なくとも一部は全国レベルへ成果を普及できたと考えている。一方、IBQP-NAから、IBQP-NAのボードは2000年の国際生産性シンポジウム(International Productivity Symposium: IPS)実施をはじめ IBQP-PRのイニシアティブを支援するとのレターを受領している。

1 - 7 - 2 在クリチバ日本国総領事館表敬

日 時：12月9日 10：00～10：30

面談者：井上 浩

総領事

大前 誠之助

領事

団長より、今次調査では、IBQP-PRの方向性を見極めたうえで、残余協力期間を充実させるため、重点を明確化した活動計画を作成したい旨説明したあと、意見交換を行った。概要は以下のとおり。

- ・ ブラジルの産業政策は継続すると見込まれるのか。(桑島団長)
- ・ 生産性向上は大統領の政策に組み入れられている。現州知事(任期はあと4年)とクリチバ市長(任期はあと2年)の在任が続く間はプロジェクトへの支援も継続されると思われる。(井上総領事)
- ・ 全般的には緊縮財政となると思われるが、国際競争力をつけることに資するプロジェクトについては支援が得られるであろう。予算の点からは、ブラジル零細・小企業支援サービス(SEBRAE-NA)との関係がポイントであろう。(大前領事)
- ・ IBQP-PRは、今後生産性概念の普及および労使関係に力を入れたいとしている。(桑島団長)
- ・ パラナ州ではインフレが鎮静し、中間層の購買力が上がり、労使紛争はあまりない。コストに占める人件費の割合は、他州が8割であるのに対し、パラナ州では6割である。(大前領事)
- ・ また、労働者保護が強いため、リストラは難しい状況である。(井上総領事)
- ・ 一方、パラナ州は法人税・州税の優遇、土地の提供など外資誘致に積極的である。(大前領事)

1 - 7 - 3 IBQP-PRとの協議

日 時：12月9日 14：30～16：00

先 方：Mr. Helio Gilberto Amaral

IBQP-PR 所長

Mr. Fulgencio Torres Viruel

Project Coordinator

当 方：調査団全員

専門家チーム

IBQP-PR の現状ほかについて協議・確認を行った。概要は以下のとおり。

(1) NPO となるための要件

IBQP-PR は NPO をめざしており、そのための要件は次の 3 項目であるが、生産性に関する国家のリファレンスとなれるだけの技術的な優位性を持つことが優先事項と考えている。

1) Geographic Broadness

2) Neutrality among the Related Organizations

3) To be a Reference with Knowledge about Productivity and Society

(Helio IBQP-PR 所長)

(2) プロジェクト終了後の財源

現在は IBQP-PR の予算ソースとして、SEBRAE-NA からの拠出金、賛助会員からの会費および技術サービスによる自己収入、パラナ州からの補助金の 3 つがあるが、最も大きな SEBRAE-NA からの拠出金については、IBQP-PR が中小企業へのサービスを提供することができれば、中小企業を支援する SEBRAE-NA からの支援は継続するものと思われる。(Helio IBQP-PR 所長)

(3) 日本の生産性向上手法のブラジルへの適用

日本の生産性向上手法をそのままブラジルに適用すると問題が生じるので、適用する際にはブラジル化を行う必要がある。日本人専門家から C/P に移転された知識のブラジル社会への適用自体は IBQP-PR が決定するが、日本人専門家にはブラジル化のためのアドバイスを期待している。(Helio IBQP-PR 所長)

1 - 7 - 4 IBQP-PR との協議

日 時：12月14日9：00～11：00

先 方：Mr. Helio Gilberto Amaral

IBQP-PR 所長

Mr. Fulgencio Torres Viruel

Project Coordinator

当 方：調査団全員

長谷チーフアドバイザー、小池調整員

普及促進分野の労使関係関連の取り扱いについて、協議・確認を行った。概要は以下のとおり。

- ・ブラジルにおいては、労使関係は、労働者を保護する一方で労働運動を規制した 1943 年成立の統合労働法 (CLT) により規制されてきた。その規制のもと現在まで、経営側は利益配分等に

ついて労働組合との協議は必要ないとし、一方、労働側は闘争路線をとってきたが、この体制は1990年以降進んだ経済の自由化に適合しないものとなってきた。

IBQP-PRは、その中立性を生かし、経営側・労働側をより中道に向かわせ、新しい労使関係を構築するための提言を行うことができると考えている。(Helio IBQP-PR 所長)

- ・ 闘争路線をとる組合に対する近代的な労働組合をつくる際、生産性概念、労使協調がその理念となる。経営者は、その理念を理解したうえで労使協議に参加することが望ましく、IBQP-PRが推進しようとしている生産性概念の学会などによる権威づけを早期に行ってほしい。(廣岡技術協力計画)
- ・ 労使関係の扱いについては、プロジェクト期間内に日本側が協力可能な内容・範囲を検討する必要がある。(桑島団長)

1 - 7 - 5 IBQP-PR との協議

日 時：12月18日 8：00～9：00

先 方：Mr. Helio Gilberto Amaral IBQP-PR 所長

当 方：調査団全員

普及促進分野の労使関係関連の取り扱いについて、協議を行った。概要は以下のとおり。

- ・ 残り1年半で労使関係の活動による成果をあげられるのか疑問がある。(桑島団長)
- ・ 労使関係分野に取り組むのは、戦略的決定によるものである。1999年には、(日本からの支援が得られない場合でも)LMR(Labor Management Relations)部門を設ける予定である。(Helio IBQP-PR 所長)
- ・ 労使関係分野をプロジェクトにおいて取り組むとすると大変な労力が必要だが、現時点ではまだ情報が十分得られておらず、どのような専門家が必要となるのかわからない。(廣岡技術協力計画)
- ・ まず、現状把握のために短期専門家を派遣するのがよいのではないか。(桑島団長)
- ・ 歓迎する。その際、日本との違いは、日本が同質な国であるのに対し、ブラジルはすべてにおいて異質な国であるということであり、日本のやり方は、そのままではブラジルには通用しないということを理解してほしい。また、組織が何をやろうとしているのかをはっきりさせることは重要だが、過去ブラジルは、1カ月に20%というインフレを体験するなかで長期計画を策定することをしなくなった。しかし、これは柔軟性を身につけたものと理解してほしい。(Helio IBQP-PR 所長)
- ・ プロジェクトで労使関係を扱うとした場合、専門家がかわれる部分を明らかにする必要がある。(桑島団長)

1 - 7 - 6 合同調整委員会

日 時：12月18日10：00～11：00

場 所：IBQP-PR

先 方：Ms. Mariza Graca Lima	Bilateral Coordinator, ABC
Mr. Antonio Humberto Medeiros Lemos	Representative, MICT
Mr. Andre Luiz da Rocha Barbalho	Technical Director, SEBRAE-PR
Mr. Evandro Barreira Milet	Superintendent, IBQP-NA
Mr. Eugenio Tolstoy de Simone	Technical Superintendent, IBQP-NA
Mr. Helio Gilberto Amaral	Director Superintendent, IBQP-PR
Mr. Fulgencio Torres Viruel	Project Coordinator, IBQP-PR

当 方：調査団員全員

村上ピセンテ

JICA サンパウロ事務所

長期専門家全員

概要

Helio IBQP-PR 所長を進行役として、長谷リーダーからプロジェクトの概要とこれまでの経緯について説明があったあと、桑島団長が、Project Design Matrix(PDM)の主たる修正点を、Helio IBQP-PR 所長が新たに策定した後半の活動計画について説明を行った。質疑応答・意見交換の概要は以下のとおり。

(1) PBQP(品質・生産性プログラム)^{注)}をめぐる動き

- ・ IBQP-NA は、各州に State Quality System をつくるという使命を負っているが(実績例：リオグランドスール州)、生産性よりも品質に活動の重点を置いている。すべてのセクターを動員するとした PBQP において、PBQP のコーディネーターとなったことにより、IBQP-NA は、そのネットワークを使って、生産性に関するコンセプトを全国に普及させる機会をも得たことになる。その機会をとらえ、生産性向上の分野において、IBQP-PR とは何らかの協業ができると考えている。研修訓練においても各州のネットワークを活用することができる。今後とも IBQP-PR と議論していきたい。(Milet IBQP-NA 所長)
- ・ MICT では、輸出振興の観点から生産性・品質の向上をとらえている。生産性を年6%向上させ、それにより2002年までに1000億ドルの輸出を達成することを目標のひとつとしている。特に成長著しいソフトウェア産業および家具産業に注力したい。MICT 工業政策

(注) 経済の自由化、規制緩和に対応し、ブラジル国内で生産される財・サービスが国際競争力を持つことを目的として、1990年に連邦政府によりPBQP活動が開始された。その後、1998年には、社会の主要なセグメントを巻き込むために13の国家動員目標が掲げられ、商工観光省(MICT)を統括機関とし、同活動が再編強化された。また、活動の展開にあたっては、公共セクター・民間セクターがそれぞれ活動を推進することとし、ブラジル計量研究所(INMETRO)およびIBQP-NAがそれぞれのコーディネーションを担当する機関となった。

局の独自のプログラムとして、16の分野に対し、品質と生産性の向上に関する3年計画を有しており、ブラジルの労働市場を支えている中小零細企業の実産性を向上させ、輸出促進につなげたいと考えている。

(2) IBQP-PR への期待

- ・ 今後、連邦政府の設定する優先分野での計画実施に対し、IBQP-PR とどのような協力が行えるか検討したい。IBQP-PR がそれらのプロジェクトに参加するとともに、ブラジルに適合した生産性向上の手法を確立することを期待している。(MICT)
- ・ IBQP-PR には、日本から移転された技術のエッセンスをブラジルの実情に合った形に現地化し、国家が推進する輸出振興政策をサポートできる機関になることを期待している。一方、ブラジルは南北の地域格差が大きく、将来的には東北部の中小企業への(生産性向上分野での)技術協力に対するニーズもあると思われる。IBQP-PR の成果をいかに東北部のニーズに生かせるかに関心がある。(ABC)
- ・ まずは現プロジェクトの日本・ブラジル両チームには、今回策定した活動計画(P0)中の活動に注力してほしいが、東北部の状況によっては、IBQP-PR が人材を派遣して、アドホックなセミナーを行うことなどは可能と思われる。いずれにしても、現状を把握したうえで、どのようなニーズがあるかによる。将来的にはニーズがあれば、新規のプロジェクトを検討すべきであろう。(桑島団長)

(3) 後半期におけるプロジェクト活動

- ・ 今作成した P0 中の活動は、プロジェクト後半期における最小限の活動ととらえている。1999年4月には、生産性向上運動に労働組合を巻き込むために、労使関係を扱う技術部門を設ける予定であり、これらの活動の拡大に合わせて、現在22名のC/Pを1999年中に30名まで増員したい。具体的な内容は今後検討するが、IBQP-NAとも協業したいと考えている。

また、2000年5月に開催予定のIPSは、IBQP-PRをPRする意味でも重要な活動と位置づけており、ぜひ成功させたいが、メディアも取り上げ、IPS事務局との事前準備も順調にスタートしている。(Helio IBQP-PR 所長)

第 2 調査結果の要約

(1) 中間レビューの実施(プロジェクトの進捗状況)

前半期の協力では、講義に重点が置かれたため、1997年後半からは、現場改善等のコンサルティング、セミナー等の対外的活動も行われるようになった。しかし、幹部の不在が続いたため、方針が明確とならず、本格的な事業が展開しなかった。6月末のテンポラリー C/P の卒業と相前後して、エリオ新所長による「システミック・プロダクティビティ」概念の検討が始まり、生産性促進機関としてのアイデンティティの確立が図られるに至り、上記のとおり、必要な人材配置も行われたことから、これからの1年半に、本格的な生産性向上活動の展開が行われるものと期待される。

(2) プロジェクトの目的・範囲の確認(PDMの改訂)

日本人専門家、IBQP-PR 幹部および C/P との協議を経て、PDM の見直し・作成を行い、ミニッツに記載した。見直しにあたっての主なポイントは以下のとおりである。

- 1) IBQP-PR が、ブラジルにおける生産性機関(リファレンス機関)となるためには、技術的な優位性を持つことおよび他の関係機関との連携によって活動を拡大することが肝要であるとの認識を踏まえ、“Narrative Summary”の解釈として“Detail contents of narrative summary”の欄を PDM に設け、プロジェクトの上位目標を「生産性向上の概念と技術が IBQP-PR を通してブラジル社会に浸透・普及される」、プロジェクト目標を「IBQP-PR が生産性向上の技術および知識を向上・開発できるようになる」とした。
- 2) 成果については、プロジェクトの運営管理体制に関する要素、機材に関する要素、C/P の能力に関する要素および IBQP-PR が提供可能なサービスに関する要素に分け、また、特に終了時評価に備えて、現実に入手可能な指標の選定と入手手段の検討を行った。

(3) 技術協力の進捗状況

1) 達成度評価表

各技術移転分野ごとに各活動項目について技術移転の目標レベルの設定と現状レベル、担当 C/P および成果物を記載した達成度評価表を作成した。

2) 技術移転の進捗状況

今年6月に終了した前半期においては、パーマネント C/P およびテンポラリー C/P の理論習得に重点を置いて技術移転がなされたことを確認するとともに、その実際的な応用としての活動記録を併せて確認した。なかでも11月に実施された生産性エージェントコース(PROCAP)のパイロットコースは、政府、労働界、学界など各界からの参加を仰ぎ、IBQP-PR は今後の生産性運動を進めていくうえで、多くの示唆を得ることとなった。

後半期においては、IBQP-PR の技術的な能力向上と組織力向上のために、OJT(on-the-job

training) マニュアル作成、コンセプトづくり等の提言活動により優先的に取り組んでいくことを確認した。

3) 1997年度までの投入実績、および1998年度計画の確認

a) これまでの専門家、研修員、機材の実績を確認するとともに、1998年度の実施計画について、ブラジル側と確認を行った。また、1999年度の実施計画についてもブラジル側と協議のうえ、暫定計画を策定した。

また、長期専門家の指導分野見直しの経緯について、1996年6月の計画打合せ調査団派遣後の経過を確認してミニッツに記載した。

b) ブラジル側の投入に関しては、特に11月に140名収容の視聴覚ホールを備えた新しい研修センターが完成して、12月8日に行われた開所式には、パラナ州知事、クリチバ市長、本調査団をはじめ100名近くが列席し、IBQP-PRの広報に大きく寄与したことを確認した。

(4) 残余協力期間の活動計画案の見直し検討・作成

1) 活動計画(P0)の作成

1998年10月に研修のため来日したIBQP-PR所長を交え、暫定合意した後半期活動計画について、専門家チーム、IBQP-PR幹部およびC/Pと各技術移転分野における活動内容の検討・整理を行うとともに、各活動項目に対して引かれた計画線と他の活動項目の計画線との整合性、各活動の実施時期の妥当性、技術移転の順序、C/Pおよび専門家の業務量といった観点から計画がフィージブルなものかどうかを検討し、プロジェクト終了時までのP0として策定・合意した。また、各活動項目を技術移転の形態により、知識移転、OJT、マニュアル/提言作成、情報提供の4つに分類し、日本人専門家のかかわり方を明らかにした。

2) 今後の投入計画の検討

長期専門家については、「第4 調査団所見」に記述。

1998年度のC/P研修受入れについては、未接到の要望調査表およびA2A3フォーム取り付けの促進を依頼した。

機材については、ブラジル側から新研修センターの視聴覚ホール用の機材供与の要望があったが、1998年中に詳細仕様、現地見積り価格、メンテナンス費用等の関連情報を収集したうえで、必要と認められたものについては1998年度予算により供与することとした。

第3 調査・協議事項

調査項目	現状および問題点	対処方針	調査結果
<p>I 一般的事項</p> <p>1 日本のODAの現状</p>		<p>日本のODAの現状、すなわち、日本のODA予算が1998年度から少なくとも3年以上は継続的に減少していくこと、したがって、日本政府は、JICAを通じて、より効率的・効果的な形で実行可能性の高い自立発展性のあるプロジェクトを形成し、実施していく必要があることを説明し、理解を得、ミニッツ (M/D) に記載する。</p>	<p>左記を説明し、ブラジル側の理解を得、ミニッツに記載した。</p>
<p>2 プロジェクト運営管理の現地化</p>		<p>前述のODA予算の制約から、プロジェクト開始後、調査団を毎年派遣することは極めて困難であること、したがって、プロジェクトの運営管理並びにモニタリングおよび評価は、合同調整委員会の主導下で現地化されることが望ましいことを説明し、理解を得、ミニッツに記載する。</p>	<p>左記を説明し、ブラジル側の理解を得、ミニッツに記載した。</p>
<p>3 合同評価および評価5項目</p>	<p>以下の点については、ブラジル側に対し、1998年4月の業務出張チームにより説明がなされている。</p> <ul style="list-style-type: none"> ・プロジェクト目標の達成度を評価するため、終了時評価をプロジェクト終了約6カ月前をめどに共同で実施する。 ・評価の公正を確保するため、ブラジル側評価チームは、プロジェクトに直接関係のないメンバーを含める必要がある。 ・JICAは評価5項目(効率性、妥当性、目標達成度、効果、自立発展性)を導入している。 	<p>左記とともに、終了時評価の目的および内容を再確認し、ミニッツに記載する。</p> <p>特に、評価5項目および評価グリッドについては、詳細に説明を行う。</p>	<p>左記を再確認し、また合同評価を2000年2月頃実施することを説明し、ブラジル側の理解を得、ミニッツに記載した。</p>
<p>II ブラジル品質・生産性プログラム (PBQP) の現状</p>	<p>これまでの調査において、ブラジル国政府は、国内で生産される財やサービスが国際標準を満たす価格と品質を有するものにするを目的として、1990年6月に品質・生産性プログラム (PBQP) 活動を開始し、その活動には300以上の機関が参加していることが確認されている。</p> <p>また、最近のプロジェクトからの報告によれば、現カルドーズ大統領によってPBQPは2003年までの5カ年計画として再編発足し、ブラジル国としての品質・生産性向上への取り組みが継続強化されることになっている。</p>	<p>合同調整委員会等の場を通じて、左記現状と本プロジェクトとの関連性を可能な範囲で確認するとともに、上述の評価5項目の「計画の妥当性」との関連で、現地において左記を適宜フォローする必要があることを説明する。</p>	<p>下記の内容を確認し、ミニッツに記載・添付した。</p> <ul style="list-style-type: none"> ・1990年に連邦政府により、品質運動として開始されたPBQPは、開始以来すべての公的部門および民間部門を動員する運動となることを意図されてきた。 ・1996年に以下の4項目のマクロ的優先事項が掲げられ、同運動が強化された。 <ul style="list-style-type: none"> a Quality of life b Quality and work c Quality and productivity in the goods and services sector d Quality and participation in public administration ・1998年にThe Ministry of Civil Affairs主導で、教育界や産業界など社会の主要なセグメントを巻き込むために、13の国家動員目標が掲げられ、同運動が再編強化されるとともに、政府・民間がそれぞれ運動を推進することとし、INMETROおよびIBQPをそれぞれの調整機関とした。

調査項目	現状および問題点	対処方針	調査結果
<p>Ⅲ IBQP-PRの現状</p> <p>1 IBQP-PRの役割</p>	<p>実施協議調査において、IBQP-PRはIBQPシステムのなかの関係機関により選定されたテクニカルスタッフを受け入れ、日本人専門家からの技術指導を受けられる体制をつくり、IBQP-NAはその成果を全国に普及させる役割を持つと確認されている。</p> <p>しかし、1998年4月の業務出張においては、IBQP-NAのもとに各州にIBQPをつくるという当初のIBQPシステムの構想は実現せず、州レベルの組織はIBQP-PRのみとなっており、IBQP-NAは各州が独自に実施する生産性に関連するプログラムの橋渡しをする存在となっている。一方で、10月に来日したIBQP-PR所長からは、IBQP-NAはむしろ品質向上運動に特化する傾向にあるため、IBQP-PRはブラジル社会全体のなかでの生産性向上を図っていく組織としてNational Productivity Organization(NPO)をめざしたいとの意向が示された。</p>	<p>左記現状を確認し、併せてブラジル側が有しているプロジェクト期間終了後のIBQP-PRの将来像につき聴取し、結果を必要に応じてミニッツに記載する。</p>	<p>IBQP-PRのアイデンティティに関して、ブラジル側より、下記内容の説明がなされた。</p> <ul style="list-style-type: none"> ・IBQP-PRは「革新的活動および社会各層の統合により、ブラジルの品質と生産性向上に対し、付加価値を提供する」ことを使命とする。 ・IBQP-PRは、ブラジル社会の現実に応用するために、独自の生産性概念[Systemic Productivity: 5要素(human resources, facilities, inventory, natural resources, management)および2リファレンス(comparisonおよびdistribution)からなる]を考案したが、今後もR&D活動を通じて、より洗練されたものにしていく予定である。 ・IBQP-PRはNPOをめざしており、その要件は以下の3項目であるが、生産性に関して、国家のリファレンスとなるだけの技術的優位性を持つことが優先事項と考えている。 <ul style="list-style-type: none"> a Geographic broadness b Neutrality among the related organization c To be a reference with knowledge about productivity and society <p>また、PBQPの推進機関であるIMMETROおよびIBQP-NAは、IBQP-PRがNPOになるにあたっては、組織的な支援をする用意があるとしている。</p>
<p>2 IBQP-PRの組織</p>	<p>1998年10月に来日したIBQP-PR所長から以下のとおり説明がなされた。</p> <ul style="list-style-type: none"> ・科学技術委員会の上に最高意思決定機関として評議委員会がある。委員長はプロスドシモ会長。 ・技術部および財務・管理担当の2部体制とし、技術部をR&D、Productivity Movement、Technology application、Knowledge Managementの4つの機能(function)に分け、プロジェクトを推進する。 <p>各プロジェクトの実施にあたっては、その規模や内容に応じて上記4つの機能グループから適宜スタッフを割り当てるマトリックス方式をとり、それらプロジェクトの取りまとめを行うProject Coordinatorを所長直属で配置する。</p> <p>プロジェクトより11月17日付で組織体制の変更があったとの報告があった。</p>	<p>左記につき、現状を確認し、ミニッツに記載する。</p>	<p>左記について、以下の内容を確認し、ミニッツに記載・添付した。</p> <ul style="list-style-type: none"> ・1997年3月改訂の「Social Statute」は、IBQP-PRのマネジメント体制を次のように規定している。 <ul style="list-style-type: none"> a General Assembly 年1回年末に開催され、Administrative Councilで承認された決算や活動報告を承認する。 b Administrative Council 最高意思決定機関であり、基本的には四半期ごとに開催される。 c Supporters Council IBQP-PRの監査機関として通常四半期ごとに開催される。 d Institutional Policy Council ボードを支援するための機関であるが、実際の活動が行われていないため、12月のAdministrative Councilで廃止が決定した。 e Technical Scientific Council 技術諮問委員会

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3 IBQP-PRの予算の仕組み	<p>1998年4月の業務出張において、必要経費はSEBRAE-NA(ブラジル零細・小企業支援サービス)より拠出されていることを確認しているが、昨年度予算は10月までSEBRAEからの振り込みがなされず、前年度の繰り越し分により運営していたという状況で、また、2000年でSEBRAEからの資金が打ち切りになるとプロジェクトより聴取している。</p>	<p>左記とともにIBQP-PRの予算ソースの現状および収支状況を確認し、特に財政的自立発展性の観点から、今後の予算確保の手だてについて、詳細に聴取し、結果をミニッツに記載する。</p>	<p>・左記の4部門に加え、1999年中に労使関係を扱う部門を設立する予定である。 ・1998年中に13名のC/Pが配置され、現在の人員配置状況は以下のとおりである。 職員数35名(1998年12月現在) うち 所長 1名 プロジェクトコーディネーター 1名 技術部長 0名 管理担当マネージャー 1名 管理部門スタッフ 8名 情報/CG担当スタッフ 2名 技術部門スタッフ 22名 (3名のパートタイムコンサルティングを含む) ・技術部長は、主にIBQP-PRの活動の技術的側面を管理するが、1999年1月に新技術部長が着任する予定である。 プロジェクトコーディネーターの役割は左記のとおりであり、各技術部門のプロジェクトマネージャーとともに各プロジェクトに対してスタッフを配置する。また、各技術部門にはプロジェクトマネージャーおよびテクニカルコーディネーターがおり、前者は各部門での活動の管理に責任を持ち、後者は特定分野でのスペシャリストとしての位置づけである。</p> <p>下記の内容を確認し、ミニッツに記載した。 ・SEBRAE-NAからの拠出金 IBQP-PRの経常経費を賄っており、1995年から1999年までで総額R\$8,370,659が確保されている。 ・賛助会員からの会費および技術サービスによる自己収入 賛助会員からの会費が年間約10万レアル(1000万円)となっている。 ・パラナ州からの補助金 1995年にSEBRAE-NAからの拠出金を補うものとして、また、1998年に研修センター建築費として配賦された。</p>
4 関係機関との関係	<p>実施協議調査時に以下を確認している。</p> <ul style="list-style-type: none"> ・商工観光省(MICT)はR/Dに基づき、ブラジル政府の代表者としての役割を果たす。 ・SEBRAEはプロジェクトの実施機関として、運営経費を負担し、全国レベルでの中小・零細企業に対するプロジェクトの成果の普及に努める。 ・IBQP-NAはプロジェクトの成果を全国にわたって普及させ、IBQP-PRシステムの枠内でC/Pの配置のコーディネーターまたはサポートをIBQP-PRに提供する。 <p>しかし、上記「Ⅲ1」のとおり、現在IBQPシステム構想は実現されていない。</p>	<p>左記について現状を確認し、必要に応じてミニッツに記載する。</p>	<p>下記の内容を確認し、ミニッツに記載した。</p> <ul style="list-style-type: none"> ・MICTは本プロジェクトの合同調整委員会のメンバーであり、国家の産業開発目標に向けて、IBQP-PRとの連携を強めたいとしている。 ・SEBRAE-NAはSEBRAE-PRを通じ、左記のとおり、プロジェクトの経常経費を負担している。また、SEBRAE-PRの代表はIBQP-PRのAdministrative Councilのメンバーである。 ・IBQP-NA所長はIBQP-PRのAdministrative Councilのメンバーである。IBQP-NAはPBQPの推進機関のひとつであるが、その推進にあたって、IBQP-PRとのパートナーシップを構築したいとしている。

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<p>IV 当該プロジェクト</p> <p>1 中間評価(レビュー)の実施</p> <p>(1) 中間評価(レビュー)の目的と主旨の理解</p> <p>(2) 技術移転達成度の評価(把握)</p> <p>(3) 後半期活動計画の策定(P0)</p> <p>(4) プロジェクトのこれまでの活動記録</p> <p>(5) 既存の計画管理表の見直し</p>	<p>プロジェクト開始後、既に3年6カ月が経過していることから、以下を目的として中間評価(レビュー)を実施する必要がある。</p> <p>「これまでのプロジェクト活動の成果を的確に把握するとともに、これを踏まえてプロジェクト目標の達成に向けて今後どのような活動、投入が必要なのかを見極め、後半期の活動計画を策定する」</p> <p>1998年7月の運営指導において、普及促進、人材育成、企業支援、生産性測定の各分野の活動を知識項目とOJT指導に分け、各項目ごとに達成状況をレベリングし、取りまとめた。しかしながら、今後のOJT活動の進展を見込んだうえで、終了時評価を念頭に置いて、改めて技術移転達成度の評価方法および評価表を検討する必要がある。</p> <p>1998年10月にIBQP-PR所長がC/P研修で来日した際、1998年以降のIBQP-PRの長期計画として提出され、暫定的な合意がなされているが、各活動の計画線間の整合性および計画表のフィージビリティの再検討を要する。また、各活動項目の担当C/Pを決め、上記計画表中に含める必要がある。ただし、IBQP-PRの組織としての体制に不確定な部分があるためあまり先のことまで計画を立てるのは困難である。</p> <p>プロジェクト開始後、座学、AV教材開発、ケーススタディ、企業コンサルティング等を実施している。</p> <p>既存の計画管理表の一部に現実にそぐわない点がある。同表は、中間評価(レビュー)のみならず終了時評価の基本資料であることから、今次調査で見直しを行う必要がある。</p>	<p>左記中間評価(レビュー)の目的について理解を得る。</p> <p>下記(3)の活動計画のアップデートと合わせて、左記について協議し、結果をミニッツに記載する。</p> <p>左記P0の見直し案について協議・作成し、結果をミニッツに添付する。</p> <p>左記事情にかんがみ、とりあえず6カ月程度先までのP0確定案を作成することとする。</p> <p>左記の実績を取りまとめ、結果をミニッツに記載する。</p> <p>左記をブラジル側に説明し、以下のとおり見直しを行う。</p>	<p>左記について、ブラジル側に説明し、理解を得、ミニッツに記載した。</p> <p>左記について、ブラジル側と協議し、各技術協力分野ごとに現在のレベル、到達目標レベル、日本側ブラジル側の担当者およびマニュアルなどのこれまでの成果品を盛り込んだ形で達成度評価表を作成し、ミニッツに添付した。</p> <p>1998年6月に終了した前半期においては、パーマネントC/PおよびテンポラリーC/Pへの技術移転は、知識移転に重点が置かれ、一応の成果があがったため、後半期においては、IBQP-PRの技術的能力向上のために、OJTおよびマニュアル/プロポーザル作成に重点を置いて活動することを確認した。</p> <p>左記について、ブラジル側と協議し、各技術協力分野ごとに活動項目、担当者およびプロジェクト終了時までのスケジュールを記入したものをP0として作成し、ミニッツに添付した。上記P0においては、技術移転形態により、各活動を知識移転、OJT、マニュアル/プロポーザル作成および情報提供に分類した。</p> <p>また、1999年1月までに、上記P0をプロジェクト前半期の活動を追加した形でまとめることとし、また、今後、プロジェクトの進捗に合わせて、必要に応じP0を見直すことを確認した。</p> <p>左記の実績について取りまとめた結果をミニッツに記載・添付した。</p> <p>特に、1998年6月に200名が参加して開催されたテンポラリーC/Pの修了式、1998年12月の新研修センターの開所式およびIBQP-PRが主催する各種セミナーの機会をとらえての「Productivity in the vision of IBQP-PR」と題するパンフレットの配布など、IBQP-PRの広報が強化されてきていることを確認した。</p> <p>左記について、ブラジル側に説明し、理解を得た。</p>

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<p>ア PDM</p>	<p>1996年6月の計画打合せ調査団派遣時にPDMを用いてプロジェクトの内容の説明が行われているが、それ以降見直しは行われていない。 特に指標の妥当性および入手可能性を検討し、見直しを行う必要がある。</p>	<p>PDM案の見直しにあたって、成果・活動をより現実の活動の進展に沿った形で表せるように、「プロジェクトの要約」の右欄に「詳細説明」を設けて整理することを説明し、理解を得る。 指標等についてPDMの見直し案について協議を行い、結果をミニッツに添付する。</p>	<p>左記について、ブラジル側と協議し、結果をミニッツに添付した。 見直しにあたっては、生産性に関する技術的優位性を持つことおよび関係機関のネットワークを拡大することが、IBQP-PRがブラジルにおいて生産性に関するリファレンスとなるための要件であることを踏まえ、Overall Goalを「The concept and technology of productivity improvement will be disseminated among Brazilian society through IBQP-PR.」また、Project Purposeを「The IBQP-PR will be able to upgrade and develop the technology and knowledge for productivity movement.」とした。 また、成果をプロジェクト運営管理、ハードウェア、C/Pの能力およびIBQP-PRが提供できるサービスに関する4要素に分類することで合意し、ミニッツに記載した。</p>
<p>イ 技術協力計画(TCP)</p>	<p>1996年6月の計画打合せ調査において、1995年から2000年までのTCPが作成されているが、その後見直されておらず、現実の活動の進展と大きく合わない部分が生じており、全面的な見直しを要する。</p>	<p>技術協力計画の見直し案について協議を行い、可能であれば上記(3)のPOに取り込む形で作成し、結果をミニッツに添付する。</p>	<p>左記について、TCPを上記(3)のPOにより置き換えることでブラジル側と合意し、ミニッツに記載した。</p>
<p>2 暫定実施計画の進捗状況 (1) 暫定実施計画(TSI)</p>	<p>1996年6月の計画打合せ調査団派遣時に見直しを行った。</p>	<p>進捗状況を踏まえ、TSIを見直し、ミニッツに添付する。</p>	<p>左記について、上記「1(3)」のPOを踏まえ、TSIを見直し、結果をミニッツに添付した。</p>
<p>(2) 日本側 ア 専門家派遣 <長期></p>	<p>・協力期間開始から1998年11月までの実績は以下のとおり。 1. リーダー(北 善次) 1995/6/28 ~ 1997/6/23 リーダー(長谷紘和) 1997/6/16 ~ 1999/6/15 2. 業務調整員(西本英子) 1995/6/14 ~ 1998/6/15 業務調整員(小池和佳子) 1998/5/22 ~ 2000/5/31 3. 品質管理(田村真雄) 1995/8/16 ~ 1997/11/15 品質管理(長澤重夫) 1997/12/10 ~ 1999/12/9 4. 生産管理(天野 浩) 1995/8/30 ~ 1997/8/29 生産管理(三森邦弘) 生産性測定から切り替え 1998/4/8 ~ 1999/4/7 5. 現場改善(麻生益男) 1995/10/18 ~ 1997/10/17 6. 人事管理・労使関係(和田晴夫) 1995/8/16 ~ 1997/11/18 以下長期専門家指導分野見直しに伴い切り替え 人材育成・産業組織化/普及促進(和田晴夫) 1997/11/19 ~ 1999/6/15 7. 人材育成・産業組織化/人材育成(滝沢信一) 1997/11/19 ~ 1999/11/18</p>	<p>・実績を確認し、ミニッツに記載する。</p>	<p>左記について確認し、実績をミニッツに添付した。</p>

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<p>< 短期 ></p>	<p>8. 生産性測定(三森邦弘) 1996/4/8~1998/4/7</p> <ul style="list-style-type: none"> ・ 1995年度実績 生産性管理/Management of Productivity (石原渥勇) 1995/11/2~11/25 生産性測定/Measurement and Analysis of Quality and Productivity (清水雅義) 1995/10/13~10/29 ・ 1996年度実績 生産工学/Industrial Engineering (堤 泰彦) 1996/6/30~8/3 マーケティング/Marketing (伊藤正勝) 1996/11/2~11/30 組立産業におけるTQM/Total Quality Management (行木 茂) 1997/2/28~3/24 企業管理/Management Consultation (岩山 宏) 1997/4/9~5/4 ・ 1997年度実績 サービス産業におけるTQM/TQM in Service Industry (山田 将) 1997/10/11~11/8 総合的現場改善/OJT in Genba Kaizen (久貝啓次郎) 1997/11/3~12/16 企業コンサルティング/Consulting Methodology (佐瀬 徹) 1998/1/7~1/24 生産性測定/Measurement and Analysis of Quality and Productivity (清水雅義) 1998/3/7~4/4 ・ 1998年度実績 企業コンサルティング / Consulting Methodology (佐瀬 徹) 1998/6/11~7/31 	<ul style="list-style-type: none"> ・ 実績について確認し、ミニッツに記載する。 	<p>左記について確認し、実績をミニッツに添付した。</p>

調査項目	現状および問題点	対処方針	調査結果
イ 研修員受入	<p>・1995年度実績 Washington L. Filho(品質・生産性管理) 1995/11/21～12/10 Ney C. O. King(品質・生産性管理) 1996/1/18～2/10 なお、本プロジェクトによるC/P研修に加えて、国別特設(コスト・シェアリング)コース「生産性向上研修(1996/1/18～2/10)」が実施されており、8名の研修員が参加した。</p> <p>・1996年度実績 Willy K. Cardoso(現場改善) 1997/1/16～3/1 Murilo X. Brotherhood(生産管理) 1997/1/16～3/1 Ana B. Tiemi Kawakami(品質管理) 1997/1/16～3/1 なお、本プロジェクトによるC/P研修に加えて、国別特設(コスト・シェアリング)コース「生産性向上研修(1997/1/16～2/15)」が実施されており、10名の研修員が参加した。</p> <p>・1997年度実績 Mauro K. Nagashima(品質・生産性管理) 1997/11/5～11/22 Gislene R. Durski(生産性測定) 1998/1/15～3/5 Walter Arendt(生産性普及) 1998/1/15～3/5 Rogangelis V de Ornelas(生産性測定) 1998/1/15～3/5 なお、本プロジェクトによるC/P研修に加えて、国別特設(コスト・シェアリング)コース「生産性向上研修(1998/1/15～2/19)」が実施されており、10名の研修員が参加した。</p> <p>・1998年度実績 Helio G. Amaral(運営管理) 1998/10/2～10/15</p>	左記について確認しミニッツに記載する。	左記について確認し、実績をミニッツに添付した。
ウ 機材供与	<p>・1995年度実績： 30,626千円 ・1996年度実績： 29,356千円 ・1997年度実績： 1,235千円</p>	左記を確認し、ミニッツに記載する。	左記について確認し、実績をミニッツに添付した。
エ 現地業務費	<p>・1995年度実績： 28,829レアル ・1996年度実績： 21,474レアル ・1997年度実績： 20,789レアル</p>	左記について、証憑書類を確認する。	左記について確認した。
(3) ブラジル側 ア C/Pおよび スタッフの配置	<p>プロジェクト実施期間中にIBQP-PR所長をはじめとする幹部の辞任等が続いたこともあり、プロジェクトの円滑な進捗に支障を来すことが懸念されていたが、1998年3月の新所長の着任以降、新規採用のC/Pも増え、徐々にブラジル側の運営体制も整備され始めている。 C/Pの解雇・新規採用に伴うC/Pの出入りが多く、C/Pへの技術移転効果が組織に根づきにくいとの懸念がある。</p>	<p>C/P配置の現状および計画について、配置推移表を作成するとともに、上記「1(3)」の活動計画を踏まえて確認し、ミニッツに添付する。</p> <p>左記問題意識並びにC/P育成・評価の考え方、並びに技術移転の成果品の考え方につき、専門家チームおよびブラジル側と協議を行い、必要に応じて、ミニッツに記載する。</p>	左記現状を確認し、ミニッツに添付した。現在19名のC/Pが配置されているが、1999年3月までに、新たに設立される予定の労使関係を扱う技術部門に配置予定のC/Pを含め、30名まで増員する予定であることを聴取し、ミニッツに記載した。

調査項目	現状および問題点	対処方針	調査結果
イ 予算措置	上記「Ⅲ3」のとおり、現在はSEBRAE-NAからの拠出金により必要経費が賚られているが、予算措置の詳細や自己収入についてなど情報が得られていないものが多い。	左記の実績および予定について確認し、ミニッツに記載する。	上記「Ⅲ3」のとおり。
ウ 機材措置	什器等を主にブラジル側が整備している。	供与機材の維持管理状況を確認のうえ、ミニッツに添付する。	左記について確認し、ミニッツに添付した。 ブラジル側より、1998年11月に140名収容の視聴覚ホールを持つ新研修センターが完成し、各種セミナー、研修およびテレビデオ会議を行う予定であるとの説明がなされた。
3 今後の投入計画 (1) 1998年度投入計画 ア 専門家派遣 <長期>	<ul style="list-style-type: none"> ・チーフアドバイザー ・業務調整 ・品質管理 ・生産管理 ・人材育成・産業組織化(人材育成) ・人材育成・産業組織化(普及促進) 1998年10月に来日したIBQP-PR所長により普及促進分野の増員を要望されている。	現在の普及促進分野の進捗状況を踏まえ、追加専門家の協力対象分野とされている労使関係分野について、上記「1(3)」の活動計画とともに想定しているプロジェクトにおける活動の範囲を専門家チームおよびブラジル側と確認・協議し、併せてパラナ州ないしクリチバ市の労使関係を扱う幹部およびパラナ州ないしクリチバ市の労働組合の幹部とブラジルにおける労働団体の組織化について協議したうえで、結果をミニッツに記載する。	左記につき、ブラジル側より普及促進分野における労使関係を扱う長期専門家の増員に対する要望が出され、調査団は、日本側が協力可能な内容・範囲の検討も含め、労働組合、経営者、政府間の会話を促進するための短期専門家チームを派遣することを提案し、ブラジル側の理解を得、ミニッツに記載した。
<短期>	昨年度リーダー会議において、以下のように確認されている。 <ul style="list-style-type: none"> ・日本の経営と生産性運動 時期未定 ・生産性測定(マクロ) 時期未定 ・特定業種の企業診断 時期未定 	上記「1(3)」により見直した活動計画における位置づけを再確認し、専門家のavailabilityをも考慮したうえで要否を決定し、結果をミニッツに記載する。	上記「<長期>」の記述どおり。
イ 研修員受入	昨年度リーダー会議において、以下のように確認されている。 Adalberto Egg Passos(生産性測定)受入時期未定 なお、本プロジェクトによるC/P研修に加えて、国別特設(コスト・シェアリング)コース「生産性向上研修(1999/1/26～2/25)」が実施される予定である。	左記C/P研修につき、可能であればA2A3フォームおよび要望調査票のアドバンスを取り付ける。 左記につき実施済みの研修の結果を踏まえ、ブラジル側の要望について聴取し、今年度の研修の内容に反映させる。	左記につき、プロジェクトコーディネーターを「生産性組織管理」分野で受け入れる予定であることを確認した。
ウ 機材供与	現在IBQP-PRの新建屋の視聴覚ホール用として別添の機材について供与を要望されている。	供与を要請された機材について、優先順位、視聴覚ホールの現状を確認したうえで、ブラジル側と協議し、1998年度供与計画書をミニッツに記載する。	左記について、普及促進分野の活動の拡大の見込みを踏まえ、各機材の必要性、視聴覚ホールの現状を確認したうえで、供与計画書をミニッツに添付した。ただし、各機材の現地見積り価格やメンテナンス費用等の関連情報を得たうえで、1998年度での供与を実施する旨ブラジル側に説明し、理解を得た。

調査項目	現状および問題点	対処方針	調査結果
(2) 1999年度投入計画(案)		ブラジル側に対し、投入計画の投入人数・金額等については、最終的には、今次調査の協議結果を踏まえ、予算の範囲内で確定する旨説明し、理解を得るとともに、計画案を協議し、結果をミニッツに記載する。	左記についてブラジル側に説明し、理解を得、ミニッツに記載した。
ア 専門家派遣 <長期>		上記1998年度投入とともに協議し、結果をミニッツに記載する。	上記「1(3)」により見直したPOにおける位置づけを確認し、ミニッツに添付した。
<短期>	1998年10月に来日したIBQP-PR所長より以下のとおり要望されている。 ・普及促進(CS経営論、CI運動の進め方、CG展開論) 時期未定 ・生産性測定(企業レベルの生産性指標) 時期未定 ・生産性測定(産業レベルの生産性指標) 時期未定 ・人材育成(中間管理者養成) 時期未定	上記「1(3)」により見直したPOにおける位置づけを再確認し、専門家のavailabilityをも考慮したうえで要否を決定し、結果をミニッツに記載する。	上記「1(3)」により見直したPOにおける位置づけを確認し、下記の内容で検討することを確認し、ミニッツに添付した。 ・ Customer Satisfaction Management ・ Corporate Identity Movement ・ Management Strategy & System/ Marketing & Sales ・ Management Information System ・ Launching New Product ・ Productivity Indicator at Micro Level ・ Productivity Indicator at Semi and Macro Level
イ 研修員受入	1999年度の要望は以下のとおり。 ・品質生産性管理 ・生産性と企業コンサルティング ・人材育成	それぞれの要望内容を確認する。	左記内容について確認した。
ウ 機材供与		上記1998年度投入とともに協議し、結果をミニッツに記載する。	上記視聴覚ホール用機材について、そのスペアパーツおよびメンテナンス費用はブラジル側が負担することを確認し、ミニッツに記載した。
4 プロジェクト運営上の問題点 (1) 合同調整委員会		合同調整委員会を開催し、上記「I」から「IV」について関係者間で確認し、結果をミニッツとして取りまとめ、署名・交換する。	合同調整委員会を開催し、引き続きミニッツの署名・交換を行った。
(2) プロジェクトの広報	IBQP-PRはプロジェクトとIBQP紹介のパンフレットを作成する予定で、広報費(印刷製本費)の日本側負担を打診してきた。	パンフレットの内容・作成スケジュールを確認する。	現在パンフレット作成は他活動との優先順位との兼ね合いから、ペンディングとなっていることを確認した。

第4 調査団所見

(1) 前回の計画打合せ調査団(1996年6月)派遣後、1997年3月のワシントン IBQP-PR 所長の離任以降、幹部の辞任等が続き、プロジェクトの円滑な進捗に支障を来すことが懸念されていたが、1998年3月にエリオ・アマレル所長が就任した。10月には、技術部長の離任があり、幹部体制が崩れることが心配されたが、11月には新たにプロジェクト・コーディネーターが配置されたほか、新任部長も1999年1月には就任することとなっており、1998年終盤となってからは、同所長の指導体制が安定してきたところである。

IBQP-PR は、自らの生産性概念を打ち出すまでに時間を要したことから、後半期の活動計画の策定が後れたが、今次調査において、各技術移転分野の今後の方針と終了時評価に向けての成果物についての議論を日本・ブラジル双方で行えたことは大きな意味があったといえる。

(2) C/Pの確保.....前半期には、計画された10名のパーマネント・カウンターパート(PC/P)のうち5名しか配置されず、1998年6月には、15名のテンポラリー・カウンターパート(TC/P)が2年半の任期を終えて各所属先に異動したこともあって、人員の配置が心配されたが、1998年に入って、TC/Pの1人がPC/Pとなったほか、13名の技術スタッフが新たに採用され、現在のところ、C/Pは19名となった。特に1998年にリクルートされたスタッフの多くが経験豊富な人材であることは、後半期の技術移転活動を展開するにあたり大きく評価でき、技術的自立発展性につながるものと期待される。

エリオ所長によれば、1999年3月までには、技術スタッフを30名にするとしており、同所長のリーダーシップのもとに、さらに組織体制が整備されることが期待される。

(3) 予算体制は、当初計画どおり、SEBRAEからの総額800万リアル(約8億円)がコミットされているほか、1998年になって、州政府からの支援により、100万リアル(約1億円)の施設建設・機材費が補助され、11月には新しい研修センターが建設された。また、賛助会員費等の自己収入分も年間50万リアル(5000万円)に達しており、財政的にも安定してきている。IBQP-NAや工業商業観光省から、品質および生産性向上にかかわる事業において、IBQP-PRの蓄積する技術と知識を活用した協力事業を行いたいとの意向も示されており、今後のさらなる事業の展開が期待される。

(4) 普及促進分野の労使関係関連の取り扱い検討.....1998年10月以来ブラジル側から上記分野の長期専門家の増員の要望がなされている。ブラジル側はIBQP-PRにとって最も優先順位の高い分野のひとつとして、1999年中に労使関係を扱う部門を新たに設け、C/Pも配置するとしており、

生産性向上活動における労使の取り込みの強化について、強い意志を示している。

今次調査団としては、日本側協力可能な内容・範囲の検討も含め、労働組合、経営者、政府間の会話を促進するための短期専門家チームを派遣することを提案し、先方の理解を得た。現在 IBQP-PR には同分野に従事すべき適切なカウンターパートがないことから、日本側としては、適切な C/P の確保が前提となることを再確認した。

- (5) プロジェクト進捗モニタリングの継続.....今回作成した活動計画(P0)は、本年度以降の活動計画を策定したものであるが、前半期の活動実績の取りまとめも含めて、今後プロジェクトにおいては、四半期ごとのモニタリングと実績の取りまとめを現地主体で行ってほしい。特に後半期は、IBQP-PR の組織整備に伴って、密度の高い活動の展開が必要となることから、上記(3)のとおり、IBQP-PR を取りまく関係組織間の動きを適切に把握するとともに、IBQP-PR 幹部および C/P との十分なコミュニケーションを通じ、必要に応じて柔軟な活動計画の調整、および対応をお願いしたい。

付 属 資 料

- 1 ミニッツ
- 2 ミニッツ Annex16 注釈
- 3 調査団員報告(技術協力計画、機材・研修計画)
- 4 パラナ州労働局長との面談録および労組代表者との面談録
- 5 Social Statutes(ポルトガル文、英文)
- 6 ブラジル品質・生産性プログラム(PBQP)Overview
- 7 新研修センター開所式を報じる新聞記事

MINUTES OF DISCUSSIONS
BETWEEN THE JAPANESE ADVISORY TEAM
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT
OF THE FEDERATIVE REPUBLIC OF BRAZIL
ON THE JAPANESE TECHNICAL COOPERATION FOR
BRAZILIAN INSTITUTE OF QUALITY AND PRODUCTIVITY PROJECT

The Japanese Advisory Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Ms. Kyoko Kuwajima visited the Federative Republic of Brazil from 8 December to 18 December, 1998 for the purpose of monitoring and reviewing the activities of Brazilian Institute of Quality and Productivity Project (hereinafter referred to as "the Project").

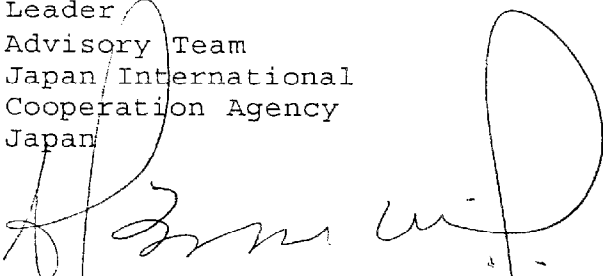
During its stay in the Federative Republic of Brazil, the Team had a series of discussions and exchanged views with the authorities concerned of the Government of the Federative Republic of Brazil over the matters for the successful implementation of the Project.

As a result of the discussions, both sides agreed upon the matters referred to in the documents attached hereto.

Curitiba, 18 December, 1998

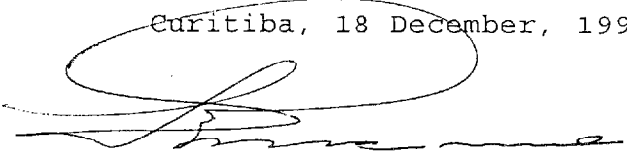
桑島 京子

Ms. Kyoko Kuwajima
Leader
Advisory Team
Japan International
Cooperation Agency
Japan



Mr. André Luiz da Rocha Barbalho
Technical Director,
Brazilian Service for the Support
of Micro and Small Enterprises
in Parana - SEBRAE-PR,
Federative Republic of Brazil

Ms. Mariza Graça Lima
Bilateral coordinator, Brazilian
Cooperation Agency - ABC
Federative Republic of Brazil



Mr. Sérgio Marcos Prosdócimo
President of the Administrative
Council,
Brazilian Institute of Quality
and Productivity in Parana -
IBQP-PR
Federative Republic of Brazil



Mr. Evandro Barreira Milet
Superintendent,
Brazilian Institute of Quality
and Productivity - IBQP
Federative Republic of Brazil

Mr. Antonio Humberto Medeiros
Lemos
Representative of Ministry of
Industry, Commerce and Tourism,
Federative Republic of Brazil

Attached Document

I General Items

1 Current Status of Japan's ODA

Both the Team and the Brazilian side reconfirmed the current situation of Japan's ODA, that is, total amount of the budget for Japan's ODA would continue to be reduced at least within consecutive three (3) years from Japanese fiscal year 1998, and thus, it would be necessary for the Government of Japan, through JICA, to formulate and implement a furthermore feasible and sustainable project with more efficiency and effectiveness.

2 Localization of the Management of the Project

Due to the budgetary constraints of Japan's ODA mentioned in 1 above, the Team explained to the Brazilian side and the latter agreed that it would be quite difficult for the Japanese side to dispatch a study team every year, once the Project was commenced.

Under this circumstance, it is rather desirable that the Project management as well as its monitoring and evaluation should be localized by the initiative of the Joint Coordinating Committee for the Project.

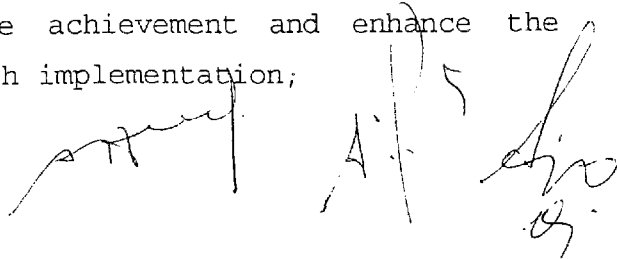
3 Monitoring and Evaluation of the Project

(1) Project Cycle Management

Based on the material as shown in ANNEX 1, both the Team and Brazilian side reconfirmed the following:

- a Project planning, monitoring and evaluation method entitled as Project Cycle Management (hereinafter referred to as "PCM") has been introduced to every Project-type Technical Cooperation project of JICA to monitor and evaluate the level of the achievement and enhance the communication for its smooth implementation;

(3)



b Since its introduction, a worksheet called Project Design Matrix (hereinafter referred to as "PDM") has been required to be prepared for the said project. PDM is a tool to view a project based on an assumption - designed to analyze a multi-level chain of cause-to-effect: input to output, output to project purpose, project purpose to overall goal;

c Because the PDM explicitly shows the interrelation among the chain elements (input, output, project purpose and overall goal), it can be used as a framework whether or not the goals have been obtained either during or after the project;

(2) Introduction of Five (5) Basic Evaluation Components

The Team explained to the Brazilian side that in parallel with the introduction of PDM, JICA has introduced five (5) basic evaluation components as shown in Annex 2.

(3) Evaluation

The Team explained to the Brazilian side and the latter understood the following:

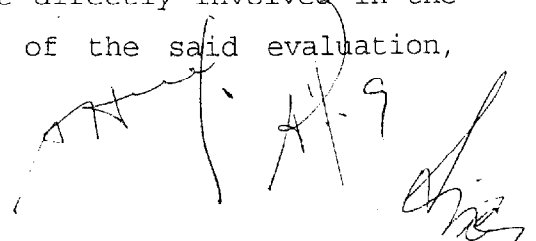
a The final evaluation of the Project will be conducted jointly by both sides through JICA approximately in February 2000 in order to examine the level of achievement of the objectives of the Project as stipulated in Chapter VII of the Record of Discussions agreed upon by both sides on 20 April 1995;

b Other evaluations may be conducted as and when necessary during and after the cooperation period to better monitor the progress and sustainment of the objectives of the Project.

In this connection, the Team further explained to the Brazilian side the methodology of final evaluation as follows:

a The member of the latter's evaluation team should include the personnel who are not directly involved in the Project to secure the fairness of the said evaluation,

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while JICA will hire a consultant exclusively for the Japanese evaluation team for the same reason;

b The said consultant will be dispatched beforehand to the Project and collect necessary information and data to facilitate the said evaluation and compile the draft evaluation grid, the sample of which is listed in Annex 3 for reference, and so forth;

c Including the preparation for the said grid, any evaluation activities will be implemented based upon the PDM and the five (5) basic evaluation components will be used as the viewpoints for the evaluation;

d The other member of the Japanese evaluation team will be dispatched and prepare the Joint Evaluation Report with the Brazilian evaluation team.

II Current situation of the Brazilian Program for Quality and Productivity

The Brazilian side explained the Brazilian Program for Quality and Productivity (hereinafter referred to as "PBQP") is the backbone of the Project.

The overview of PBQP is as shown in ANNEX 4.

The Team was informed the outline of PBQP is as follows:

PBQP was launched in 1990 by the federal government and since then PBQP has intended to be a mobilization Program for the various public and private sectors of society, of voluntary adhesion. In 1996, the program has been enhanced by establishing four macro priorities that gave it a greater scope, enlarging the concept of quality which is recognized as day-to-day attitudes, with each citizen exercising and demanding quality in all actions. Four macro priorities are: quality of life, quality and work, quality and productivity in the goods and services sector, and quality and participation in public administration.

The program was relaunched in 1998 led by Ministry of

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Civil Affairs, which is represented by the President of the National Committee of Quality and Productivity and the Minister of Ministry of Industry, Trade and Tourism (hereinafter referred to as "MICT"). Thirteen goals were set forth as the national mobilizing goals by the year 2000 to engage important segments of society in the Program in such fields as education, health, consumer education and information, industry, tourism and so forth.

Both National Institute of Metrology, Standardization and Industrial Quality (hereinafter referred to as "INMETRO") and Brazilian Institute of Quality and Productivity (hereinafter referred to as "IBQP-NA") are the main coordinating bodies for PBQP respectively for the government and the civil society.

The Team further confirmed, on the occasion of the courtesy call to the Governor of Parana State, that the State of Parana also put the emphasis on the Quality and Productivity.

III Current situation of Brazilian Institute of Quality and Productivity at Parana (hereinafter referred to as "IBQP-PR")

1 Organizational identity of IBQP-PR

(1) Mission of IBQP-PR

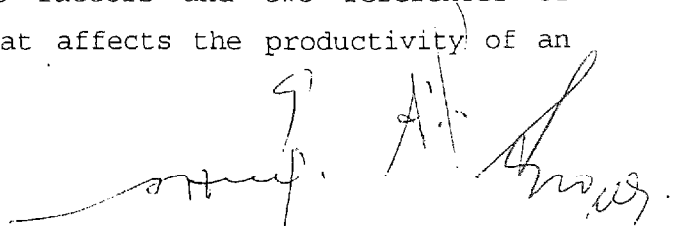
The Team was informed that IBQP-PR articulates its mission as follows:

Add values to the Brazilian Society's efforts towards the improvement of Quality and Productivity, through innovating and structuring actions, integrating various social agents and contributing to the socioeconomic development of the country.

(2) Productivity Concepts

IBQP-PR originated its idea of Systemic Productivity as main concepts to apply into the Brazilian reality. Latest English version of Systemic Productivity will be provided later. Based on the concepts, IBQP-PR identified five factors and two references of productivity: Factors refers to what affects the productivity of an

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organization directly, that are human resources, facilities, inventory, natural resources, and management; references refers to the guiding principles that directs all the productivity analysis. The Team was informed that IBQP-PR intends to refine the idea of Systemic Productivity continuously through its Research and Development activities.

(3) Future perspectives of IBQP-PR

The Brazilian side explained to the Team that IBQP-PR expects to be a National Productivity Organization (hereinafter referred to as "NPO"). IBQP-PR identifies that the following three (3) factors are essential to be a NPO: Geographic broadness; neutrality among the related organizations such as government, enterprises and labor unions; to be a reference with enough knowledge about productivity and society. IBQP-PR regards the competence to be a national reference of productivity as their priority.

The Brazilian side further explained that INMETRO and IBQP-NA, both of which are leading coordinating bodies for the above mentioned PBQP are ready to provide institutional support to IBQP-PR to become a NPO in due course of the time when IBQP-PR obtain the competence of productivity.

2 Organization

The present organization chart of IBQP-PR with the member of the staff, which came in to effect in December 1998, is as shown in ANNEX 5.

(1) Basic management system of IBQP-PR

The Brazilian side explained to the Team the basic management bodies of IBQP-PR as stipulated in the "Social Statutes" of IBQP-PR revised in March 1997 as follows:

a General Assembly

General Assembly is convened annually after the end of each year called by the President of Administrative Council mentioned in b below. Associates to IBQP-PR will meet to endorse accounting records, annual balance sheet, activity report approved by Administrative Council that will be

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mentioned below, as well as election of members for the Council.

b Administrative Council

Administrative Council will meet principally once every quarter and extraordinarily when summoned by its President with the members with terms of office of two years. Administrative Council is basically a main decision making body with the following functions:

(a) To approve the activity report, the accounting records, and the nomination of Directors of IBQP-PR;

(b) To deliberate Strategic Plan and the Plan of Action drafted by the Board, which is composed of Superintendent Director and executive directors of IBQP-PR,

(c) To deliberate the remuneration table for the permanent posts and functions;

(d) To deliberate the proposals for alteration of the Statutes;

(e) To deliberate other matters as stipulated in the Statutes.

b Supporters Council

Supporters Council is a counseling and inspection body for economic and financial management of IBQP-PR. The Council will be convened ordinarily once every quarter.

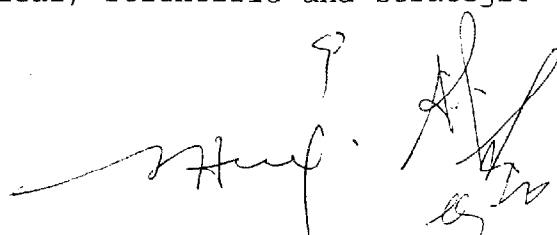
c Institutional Policy Council

Institutional Policy Council is designated to assist the Board in proposing to Administrative Council institutional and strategic guidelines as well as granting of awards to individuals and companies that stand out in the areas of activities of interest of IBQP-PR. It was decided to extinguish the Council on December 15 by Administrative Council because of its inactiveness.

d Technical Scientific Council

Technical Scientific Council is a counseling body for analysis and reflection on technical, scientific and strategic issues of interest to IBQP-PR.

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The current members of each Council are shown in ANNEX 6.

(2) Four Departments

The Team was informed that there are four departments of which missions are as follows:

a Department of Research and Development (R&D)

The mission of R&D is to trace the state-of-the-art and world trends in quality and productivity, through contacts with world technology centers, as well as through the development and adaptations of technologies to the national and Latin American reality. It is responsible for improving constantly Systemic Productivity concept and for developing, analyzing and consolidating productivity indicators, at micro, semi-macro and macro levels.

b Department of Productivity Movement (PM)

The mission of PM is to promote the mobilization and awareness of the Brazilian society for quality and productivity through activities within these following segments: Academy, Government, Labor Unions, Employers, Consumers, and NGOs. It is responsible for promotional events, implementation of associate member services, organizing and coordinating liaison committees and so forth..

c Department of Technology Application (TA)

The mission of TA is to generate successful cases in Systemic Productivity through the evaluation of those results. It actuated in the three domains: Human Resources, Production Management, and Strategic Management.

d Department of Knowledge Management (KM)

The mission of KM is to identify, absorb, structure and transfer, in an effective way, the knowledge and technology in productivity field to society. It is responsible for structuring and organizing internal and external training courses, management of IBQP-PR Training Center and so forth.

The Team was informed that IBQP-PR intends to establish Department of Labor Management Relation during 1999 in order to

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enhance the activities in its productivity movement.

3 Staff Allocation

(1) Staff Composition

Currently there are thirty five (35) staff in IBQP-PR as shown in ANNEX 7-1 and 7-2. The Team highly appreciated the efforts of IBQP-PR under the new leadership to gain its strength in its own human resources by recruiting additional thirteen (13) technical staff as newly nominated C/Ps during the year 1998, despite the fact that fifteen Temporary C/Ps return to their original organizations in June 1998 as well as the lack of permanent C/P in the first half period.

The current composition of the staff by classification is as follows:

a	Superintendent Director	1
	Project Coordinator	1
	Technical Director	0
	Administrative Manager	1
b	Administrative Staff	8
c	Informatics and Computer Graphics	2
d	Technical staff	22

(including three part-time consultants)

(2) Role of Technical Director

Technical Director mainly manages technical aspect of the activities of IBQP-PR. The Team was informed that Mr. Jose Parada de Oliveira Jr. was assigned to fill the currently vacant position of Technical Director and would take his office from January in 1999.

(3) Project Coordinator

Project Coordinator is responsible for coordinating across-the-departments projects. Project Coordinator initiates the first contact with potential clients, defines the framework of projects and arrange personnel assignment for each project with coordination with designated project managers who manage the workloads among the Staff. Project Coordinator arranges the out sourcing of consultants if necessary.

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(4) Project Manager and Technical Coordinator

Each department has both Project Manager and Technical Coordinator respectively. Project Manager is responsible for managing activities of each department, while Technical Coordinator plays a role of a specialist in a specific field.

4 Budget system of IBQP-PR

The Brazilian side explained to the Team that IBQP-PR has three major financial sources as follows:

a Budgetary allocation from Brazilian Service for the Support of Micro Small Enterprises (hereinafter referred to as "SEBRAE") based upon the agreement for the Project (hereinafter referred to as "SEBRAE Agreement")

Resources from SEBRAE Agreement covers recurrent expenditures such as expenses for personnel, utility, equipment and so forth that are necessary for routine operation of IBQP-PR. Total amount of R\$8,370,659 was confirmed based upon the agreement between IBQP-PR and SEBRAE-NA for the Project.

b Revenues collected from associate members and those generated from its own services (hereinafter referred to as "IBQP-PR:PILOT")

Resources from IBQP-PR PILOT are utilized for its own project activities and for expenditures that are not included in SEBRAE agreement.

c Subsidies from the State of Parana (hereinafter referred to as "SEPL Agreement")

The financial support from the State was provided to supplement budget from SEBRAE Agreement in 1995 and for construction of the new training center of IBQP-PR in 1998 respectively on an agreement basis.

Details of the above mentioned financial balance are shown in ANNEX 8-1, 8-2, 8-3.

5 Relations with other related organizations

The Brazilian side explained to the Team about the relations

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with other major related organizations as follows:

(1) Relation with IBQP-NA

The Superintendent of IBQP-NA is a member of Administrative Council of IBQP-PR. IBQP-NA is also a main coordinating body of non-governmental sector for the PBQP program which was further enhanced as the four-year program started in 1998. IBQP-NA acknowledges the organizational uniqueness of IBQP-PR as a productivity organization and recognizes it as one of the potential partners for implementing projects identified for promoting the PBQP program.

Up to now, there have been no other institutions established in states other than Parana through IBQP system. IBQP-NA and IBQP-PR will work together to disseminate the fruits of the Project of JICA all over Brazil.

Representative of IBQP-NA is the member of the Joint Coordinating Committee of the Project.

(2) Relation with SEBRAE-NA and SEBRAE-PR

SEBRAE-NA bears the expenses for implementation of the Project to IBQP-PR through the channel of SEBRAE-PR as mentioned in II 3 above. SEBRAE-PR also represents as a member of Administrative Council of IBQP-PR. Both SEBRAE-NA and SEBRAE-PR make efforts to disseminate fruits of the Project at national level, in particular to micro and small enterprises.

President Director of SEBRAE is the chairperson of the Joint Coordinating Committee of the Project.

(3) Relation with MICT

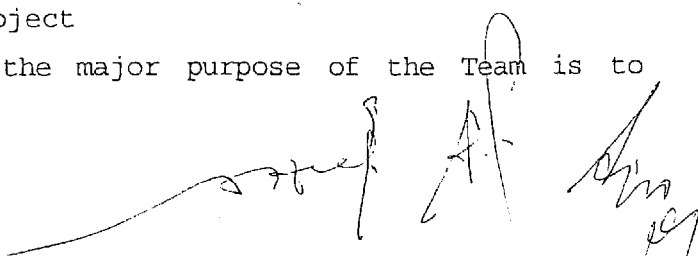
Representative of MICT is the member of the Joint Coordinating Committee of the Project. MICT expects to develop further partnership relations based on the results of the Project in order to pursue the national industrial development goal in Brazil.

IV The Project

1 Mid-term review of the Project

The Team explained that the major purpose of the Team is to

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make a plan for the effective implementation in the remaining cooperation period based on the mid-term review of the Project and discuss necessary measures to be taken by both sides in preparation for final evaluation to be conducted in 2000. In the process of the review of the activities up to date, both sides agreed to revise the PDM and other planning and monitoring formats for the Project so as to reconfirm the scope of the Project and to conform to the standardized method of PCM which JICA has recently developed as mentioned in I 1 above.

2 Reconfirmation of the Project concept and Revision of PDM

The Team explained and the Brazilian side understood that the provisional PDM for the Project was made and agreed upon in the Minutes of Discussion signed by both sides in June 1996, and it has not been formally reviewed since then. Based on the basic logic that PDM inheres as shown in ANNEX 1, both sides agreed to revise the PDM and confirmed that the narrative summary of the PDM should be in accordance with the Master Plan for the Project which was agreed upon in the ANNEX of the R/D for the Project, but that some clarification was necessary to ensure the common understanding of the scope of the Project.

To make the above mentioned narrative summary clear enough to avoid any misunderstanding and to reflect the actual situation of the Project, the Team proposed to the Brazilian side and the latter agreed that "Detailed Contents of Narrative Summary" be introduced as an interpretation of each item of narrative summary.

Through discussions on refining the overall goal, project purpose, outputs and activities, as well as propriety and availability of indicators, means of verification, and important assumptions, both sides confirmed the Revised PDM as shown in ANNEX 9.

In this connection, both sides confirmed that most of all the materials listed as means of verification should be basically provided by the C/P with cooperation with the Japanese long-term experts by the time of final evaluation.

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The major points concerning the revision of PDM are as follows:

a Clarification of the scope of the Project

Through the discussions made in reviewing the PDM, both sides recognized the importance of having technical competence concerning productivity and expanding the activities by networking with the related organizations so that IBQP-PR would be able to be a reference in Brazil concerning productivity.

In line with the above, both sides confirmed overall goal and project purpose as shown in the Detailed Contents of Narrative Summary.

b Clarification of the Outputs of the Project

Detailed Contents of Narrative Summary refers to the interpretation of the Narrative Summary in more refined expressions as mentioned above. In the process of interpretation, the elements consisting of the Outputs of the Project are divided into the following four(4) components:

- (a) The element concerning the management and administration of the Project
- (b) The element concerning equipment
- (c) The element concerning the capability of the C/P
- (d) The elements concerning the outcome that IBQP-PR is to offer

c Clarification of the Indicators of the Outputs

Both sides reviewed the indicators and the means of verification for the above mentioned outputs by taking meaningfulness and availability into consideration.

The indicator of "0-5 Organizational identity, vision and concept" refers to the fundamental which IBQP-PR must clarify to maintain its institution and to disseminate the outcome of the Project.

Both sides also confirmed that the revised PDM might be reviewed with the further progress of the Project by the time of final evaluation.

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3 Review of the Activities of the Project

(1) Progress in Technical Cooperation

a Formulation of Evaluation Sheet for Technical Transfer

As an important indicator to monitor and evaluate the progress of technical transfer to the counterpart personnel as discussed on the revised PDM, both sides agreed to introduce "Evaluation Sheet for Technical transfer" to the Project as shown in ANNEX 10-1, 10-2, 10-3, 10-4, 10-5. The sheet is formulated respectively by fields and consists of "current status" of the each subject of the activities, "target level" of the each subject of the activities at the completion of the Project, "person in charge" and "results" to date and hereafter such as manuals, publications and so forth. Both sides confirmed that sheets will be made basically based upon the assessment by the Japanese experts.

b Progress of Technical Transfer

Through the discussion and the results of the evaluation sheet mentioned above, both sides observed that the technology transfer was focused in the mode of theoretical transfer to both permanent C/P and temporary C/P for the first half of the technical cooperation period which ended this June.

Project activities are listed in ANNEX 11. In the aspect of practical application of productivity, achievement is also shown.

Among them are PROCAP (productivity agent course) pilot course which was held from November 30 to December 4 by KM department, application of the PST (problem solving technique) and SGA (small group activity) to the urban transportation department of Curitiba (URBS) by TA department, and so forth.

Especially, the Team was informed that such activities as the above mentioned PROCAP pilot course which invited eighteen participants from four segments such as governments, companies, labors and academy, gave considerable insights to IBQP-PR to

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improve and enhance that type of training to disseminate concept and knowledge of productivity.

It was confirmed that in the latter half of the cooperation, further priority should be given to OJT, Manual/Proposal Making to intensely develop technical competence of IBQP-PR which in parallel has been increasingly gaining institutional strength in its leadership and human resources.

(2) Intensified Publicity of IBQP-PR

The Closing Ceremony for the fifteen temporary C/P on 25 June 1998 invited 200 participants including organizations and individuals supportive to IBQP-PR as well as the general public.

The Opening Ceremony of the new training center was held on 8 December 1998. The total number of attendance for the ceremony was almost 120 including the State Governor of Parana, the Mayor of Curitiba city, the Consul General of Japan in Curitiba, the member of the Team and so on. The ceremony was well covered by mass media in the State of Parana.

IBQP-PR has also intensified its publicity through the preparation and distribution of pamphlet such as "A Productividade na visao do IBQP-PR (Productivity in the vision of IBQP-PR)" among participants of the Pilot PROCAP seminar mentioned above, and of "Philip Crosby Seminar" which invited more than 800 audience in November by its own efforts of IBQP-PR.

The Team highly appreciated the efforts of the Brazilian side and both sides confirmed that the intensive publicity on the Project should be continued.

(3) Input by the Japanese side

a Dispatch of Experts

Both sides confirmed the record of dispatch of the Japanese experts to date as shown in ANNEX 12-1 and 12-2.

Both sides reconfirmed that the fields of technical transfer of long term experts, which were agreed upon in the

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R/D signed in April 1995, were reviewed and changed in the second half of 1997 when transfer of theoretical part of technology was finished. The major points of these changes, which were made based on the discussion between both sides in June 1996, were as follows:.

(a) Quality Control and Management

(b) Production Management and related Techniques

Because distinction between two fields (a) and (b) is not clear, it was decided to integrate two fields, but to dispatch two long-term experts whose speciality is from different industrial sectors.

(c) Productivity Improvement at Work Place (Kaizen),

By the completion of the former half of the technical cooperation period which ended in June 1998, technical transfer of the theory part was considered to be finished. Then practical part of field (c) was integrated into the fields of (a) and (b) mentioned above.

(d) Measurement and Analysis of Quality and Productivity

After the completion of the transfer of theoretical part of technology, it was decided not to dispatch a specific long-term expert for the said field, but other experts would provide relevant information if necessary.

(e) Human Resources Development and Industrial Relations

Responding to the growing needs for promotion activities from the Brazilian side, the above field was divided into two sub-fields, that are: Human Resources Development (hereinafter referred to as "HRD"); and Promotion. It was decided to dispatch two long-term experts for each sub-field.

b Training of the Brazilian C/P in Japan

and Country Focused Group Training in Japan

Both sides confirmed the record of training of the Brazilian counterpart personnel in Japan from the commencement of the Project until now as shown in ANNEX 13-1 and 13-2.

The Team recommended and the Brazilian side confirmed

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that, as stipulated in Article III 5 in the R/D, the knowledge and experience acquired by the Brazilian personnel from technical training organized in Japan would be utilized effectively in the implementation of the Project. Thus, the meeting to report the achievement of the training in the Project should be regularly organized soon after his/her return from Japan. Moreover, echo trainings will likewise be conducted.

c Provision of Machinery and Equipment

Both sides confirmed the record of provision of machinery and equipment to date as shown in ANNEX 14.

(4) Input by the Brazilian side

a Buildings, Facilities, Machinery and Equipment

The record of equipment provided by the Brazilian side is shown in ANNEX 15.

The new training center of IBQP-PR was completed in November 1998. The Brazilian side explained to the Team that IBQP-PR intends to hold seminars, training courses and tele-video conference in the new building which has an audio-visual hall with capacity of 140 audience

b Budget appropriation for the Project

Budget appropriation for the Project was appropriate and the result of expenditure for the Project are as shown in ANNEX 8-1, 8-2 and 8-3 as mentioned in III 4 above.

c Allocation of the C/P

Both sides confirmed that there are currently nineteen C/P as shown in ANNEX 7-1 and 7-2 as mentioned in III 3 above.

The Brazilian side informed to the Team that IBQP-PR intends to increase its technical staff to thirty including C/P for labor management relations by the end of March 1999. Both sides confirmed the importance of recruiting experienced staff for the C/P considering the time constraint of the Project.

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5 Plan of Activities for the Project

(1) Basic Principle

The Team explained to the Brazilian side as well as to the long-term experts the basic principle regarding the activities and input related to the Project as follows:

a After the introduction of PDM and five (5) basic evaluation components, more attention will be given to the sustainability of the Project;

b Such sustainability should cover the three aspects, namely, technical, institutional and financial aspects, which will be the deciding factors to determine at the final evaluation the successful implementation of the Project;

c As far as the Project is concerned, the technical capability of the C/P are more than expected as the result of the monitoring by the experts, thus more effort and dedication should be made by both the C/P and the long-term experts to secure the stability and application of the technology transferred. This will further enhance technical sustainability;

(2) Formulation and Monitoring of Plan of Operations

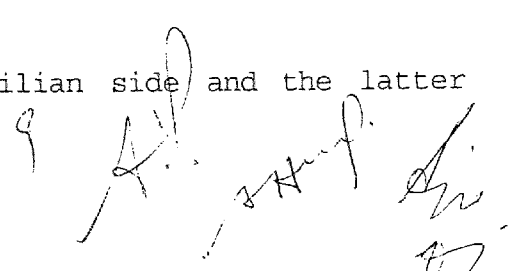
Both sides confirmed the Plan of Operations (hereinafter referred to as "PO") which describes the contents, person in charge and the schedule of implementation during the cooperation period up to the completion of the Project as shown in ANNEX 16-1, 16-2, 16-3, 16-4 and 16-5.

In the above mentioned PO which is formulated by field of technology transfer, each activity is categorized into four-folds according to the modes of technical transfer, that are:

- a Knowledge Transfer;
- b On-the-job-training (hereinafter referred to as "OJT");
- c Manual/Proposal making; and
- d Provision of information.

The Team further requested the Brazilian side and the latter

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agreed to make the best effort to finalize the said PO by combining the results of the activities in the first half period of the Project by January 1999 in close consultation with experts. The Team also requested to the Brazilian side to continuously monitor the progress every quarter of the year and revise the PO when necessary. The latter understood it.

(3) Abolishing of Technical Cooperation Program (TCP)

Both sides agreed that Technical Cooperation Program (hereinafter referred to as "TCP") which was created and agreed upon by both sides in the Minutes of Discussion in June 1996 will be replaced by the above mentioned PO because major items in TCP are covered by the PO.

6 Annual Plan of Activities

To put the above-mentioned PO into consideration, both sides confirmed the revised Tentative Schedule of Implementation (TSI) as shown in ANNEX 17-1.

As the Japanese budget for JPY 1999 was still on the perusal by Ministry of Finance in Japan, both sides confirmed that the inputs regarding JPY 1999 and hereafter were regarded as the proposal and to be confirmed by the end of March, 1999 and of 2000 respectively.

(1) Input by the Japanese side

a Dispatch of Experts

The Brazilian side requested to the Team additional experts on labor management relations that is one of the current prioritized field of IBQP-PR to be strengthened in promotion. The Team was informed the historical and current situation of labor management frictions in Brazil and the strong commitment of IBQP-PR to involve labor issues in its productivity movement.

The Team replied the Brazilian side to make best efforts to meet the latter's needs, commenting that it would be subject to change with the recruitment of experts, the availability of

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the budget and the programs and contents to be required. The Team suggested to dispatch a group of short-term experts to transfer the Japanese experience through direct communications and surveys with management, labor unions and the governments in Brazil and the Brazilian side understood it.

b C/P Training

The Team requested the Brazilian side to assign the C/P for labor management relation by the dispatch of the above mentioned experts and the latter understood it. The Team also urged the Brazilian side to submit the necessary documents for the C/P training for FY 1998 to JICA San Paulo Office at its earliest convenience and further explained that upon the receipt of such documents, it would take three (3) months to commence the training, thus the prompt action should be taken by the Brazilian side as the budget for the said training, in principle, was only in effective within FY 1998

c Provision of Machinery and Equipment

Regarding the audio-visual hall of the new building, the Team was requested by the Brazilian side the provision of a set of equipment. The Team investigated their necessity and the usability of the equipment as well as the prospect of expansion of promotional activities that are supposed to be enhanced under the commitment of IBQP-PR. The Team explained to the Brazilian side that the former would consider to provide necessary equipment in FY 1998 on the condition that further information concerning the quotations and estimated cost for maintenance will be provided by the latter by the end of December. The list of equipment to be provided is as shown in ANNEX 17-2. Both sides confirmed that IBQP-PR should bear the inherent cost for spare parts, replacement, maintenance of equipments.

d Dispatch of the Study Team

As described in Article I 2, the Study Team may not be dispatched for FY 1999, thus the local initiative with the Joint Coordinating Committee for the management of the Project

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is fully expected.

(2) Input by the Brazilian side

Both sides confirmed that the Input by the Brazilian side for the rest of FY 1998, 1999 and 2000 would be secured as projected, the allocation of the staff and the budget are as shown respectively in ANNEX 7-1 and ANNEX 8-1.

V Attendance of the Discussions

The attendance of the discussions are as shown in Annex 18.

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List of Annexes

- Annex 1 What is PDM (Project Design Matrix)
- Annex 2 Five (5) Basic Evaluation Components
- Annex 3 Sample of Evaluation Grid
- Annex 4 Overview of PBQP
- Annex 5 Organization Chart of IBQP-PR
- Annex 6 Current Members of each Councils
- Annex 7-1 Allocation of Counterpart Personnel and Staff
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- Annex 8-1 Budget Allocation of IBQP-PR (Agreement with SEBRAE)
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- Annex 10-1 Evaluation Sheet of Technical Transfer (Quality Control and Management)
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- Annex 12-1 Dispatch of Long-term Experts
- Annex 12-2 Dispatch of Short-term Experts
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- Annex 14 Machinery and Equipment Provided by the Japanese Side
- Annex 15 Machinery and Equipment Provided by the Brazilian Side
- Annex 16-1 Plan of Operations for Quality Control and Management
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- Annex 17-1 Tentative Schedule of Implementation (TSI) for the Project
- Annex 17-2 Plan of Machinery and Equipment Provided by the Japanese Side for Japanese Fiscal Year 1998
- Annex 18 List of Attendants in the Meetings

ANNEX 1

What is PDM (Project Design Matrix)?

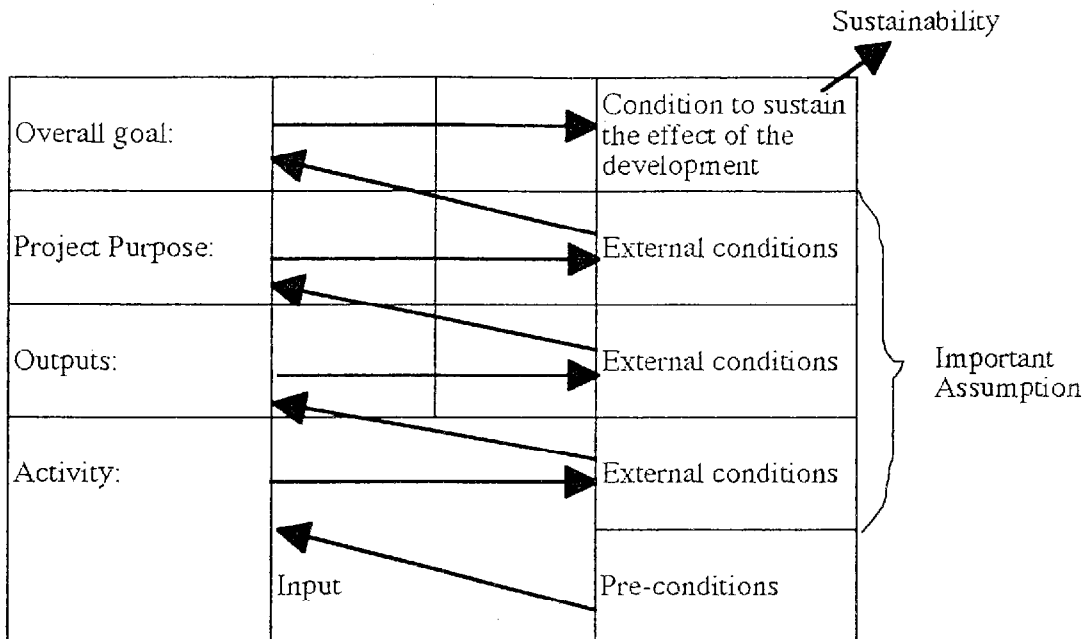
PDM is a worksheet - a tool to view a project based on an assumption - designed to analyze a multi-level chain of cause-to-effect: activities with input to output, output to project purpose, project purpose to overall goal. Because PDM explicitly showing the interrelation among the chain elements (input, output, project purpose and overall goals) can be used as a tool to evaluate whether or not the goals have been obtained either during or after the project, it is now being used as a framework for evaluation.

PDM is a tool for management-by-objective. The matrix table of PDM should thus have been created in the design stage of a project, not at the stage of evaluation.

PDM has the following features:

- 1) It can clearly describe the overall goal, project purpose, output and input.
- 2) It can clearly describe the relation between any of the interconnected two of the above mentioned four elements. Namely, it can describe the structure (vertical logic) of the project.
- 3) It can clearly describe the indicators, means-of-verification and assumptions, and the interrelation (horizontal logic) among them as a scale for measuring the status (progression) of the project.

Vertical Logical Sequence of PDM (Project Design Matrix)



Definitions

Overall Goal

The ultimate and long term objective of the development impact that is expected to be attained after the project purpose is achieved

Project Purpose

The effect which a project is expected to achieve if completed successfully and on time
The reason for project implementation

Outputs

The results that should be answered by the project as a consequence of its activities

Activities

Actions taken within a project in order to transform inputs (funds, good) into outputs

Inputs

The funds, personnel, materials, land, and/or building that are offered by the donor and recipient countries in order to produce outputs through project activity

Important Assumptions

External conditions that are necessary for project success, but are completely beyond the control of project management

Pre-conditions

Necessary conditions that need to be fulfilled before the project is implemented

Sustainability

The extent to which the partner country's institutions would continue to pursue the objectives after the project assistance is over

ANNEX 2 FIVE (5) BASIC EVALUATION COMPONENTS

1 Five Basic Evaluation Components

The five basic components defined by JICA as mentioned below are in line with those used for the evaluation works by DAC and other international assistance organization. Introduction of these components has enabled a consistent, well-balanced evaluation, which minimizes evaluator bias. Further, it allows us to share the results, knowledge and lessons with other aid organizations, since we are using common components and can discuss with them from the same viewpoints.

(1) Efficiency

Evaluate the method, procedure, term and cost of the project with a view to productivity.

(2) Effectiveness

Evaluate the results in comparison with the goals (or revised ones) defined at the initial or intermediate stage, and evaluate the attributes (factors and conditions) of the results.

(3) Impact

Evaluate the positive and negative effects of the project, extent of the effect and beneficiaries.

(4) Relevance

Preliminary evaluate whether the needs in the country have been correctly identified, and whether the design is consistent with the national and/or master plan.

(5) Sustainability

Evaluate the autonomy and sustainability of the project after the termination of cooperation, from the perspectives of operation, management, economy, finance and technology.

2 Relation between Five Basic Components and PDM

The five components are used for the evaluation and a selection of a project.

These components are directly connected to the elements of PDM as shown in the Figure in the following page.

(1) Efficiency

The component "Efficiency" is a measure to qualitatively and quantitatively compare all resource (input) to the results (output) of the project in order to evaluate the economic efficiency of conversion from input to output.

(2) Effectiveness

The component "Effectiveness" is used as a measure to evaluate whether the project purpose has been achieved or not, or to evaluate how much the outputs contributed to the achievement of the project purpose, or to evaluate whether or not the characteristics of the outputs were as expected.

(3) Impact

The component "Impact" is a foreseeable or unforeseeable, and a favorable or adverse effect of the project upon society. To evaluate impact, both the overall goal and project purpose should be referred to in the beginning of the evaluation. Evaluation with these components could lead to more than the confirmation as whether or not the overall goal have been obtained. Evaluation with this component requires comprehensive surveys in many cases.

(4) Relevance

The component "Relevance" is to comprehensively evaluate whether or not the project meets the overall goal, politics of both the donor and recipient, local needs and given priority levels, in order to decide whether the project should be continued, reformulated or terminated.

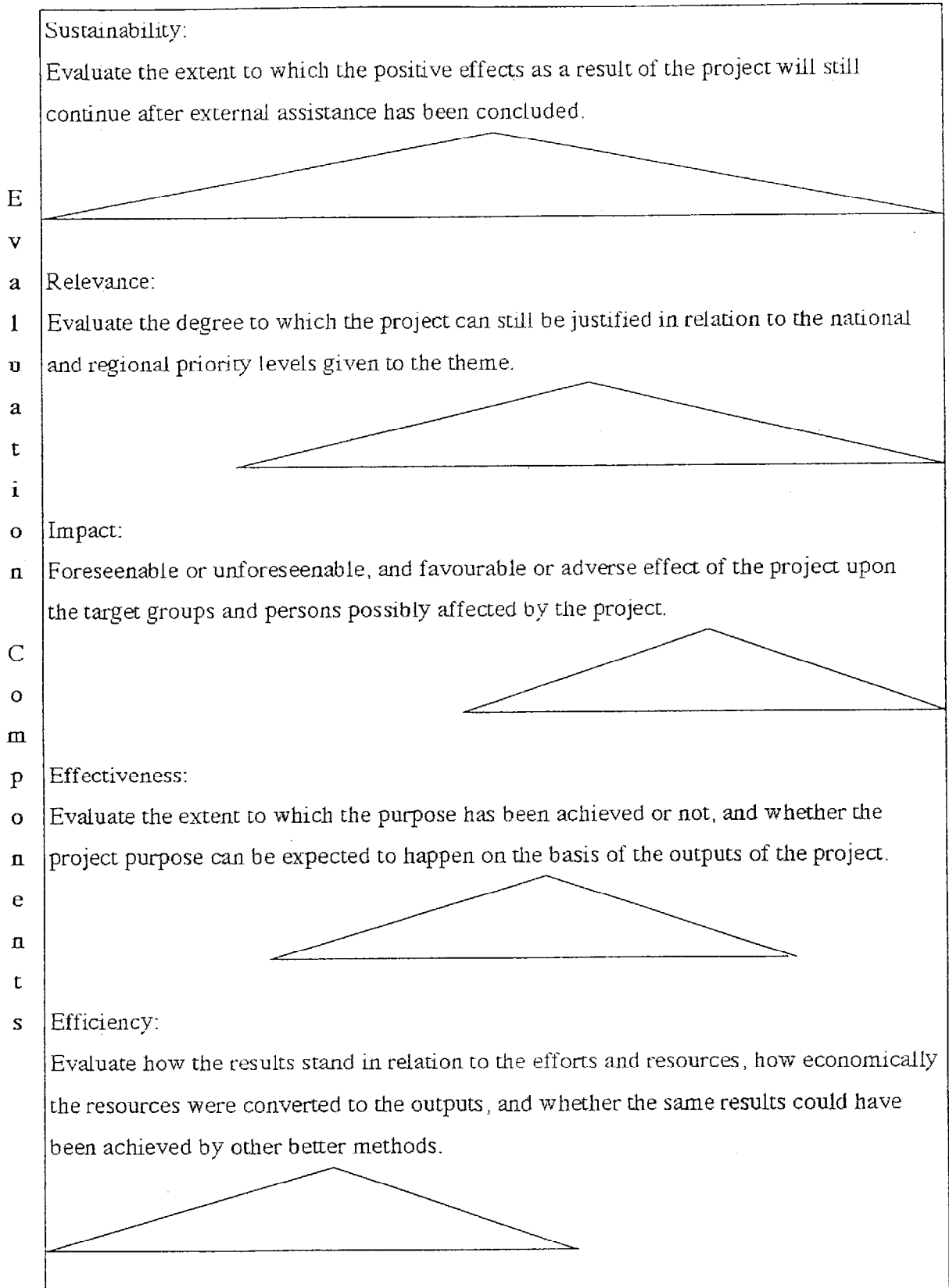
(5) Sustainability

The component "Sustainability" is to comprehensively evaluate how long the favorable effect as a result of the project can continue after the project has been terminated. Evaluation with this component is required to decide how much the local resources should continue to be used for the project, and to evaluate how much the country receiving the assistance has been considering important. According to OECD (1989), "Sustainability" is a component to be used for the final test of the success of a development project.

All five components are essential for any of the projects or programs. The five components give necessary information to the decision maker so that he/she can decide how to approach the next step. Since each of the five components build on the intervention strategy, they also lay the foundation for standardization in monitoring and information handling within and among organizations and agencies.

In practice, each of the five components should also contain project-specific information.

Five Components vs Goal Hierarchy



Inputs	Outputs	Project Purpose	Overall Goal
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Goal Hierarchy

ANNEX 3

Sample of Evaluation Grid

1. Effectiveness

Item	Verification	Information/indicator	Data source												
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others	
1-1 Achievement level of the output (during JICA's assistance)	1) How many C/Ps have been trained during the assistance?	1) Number of trained C/Ps										○			
	2) Have C/Ps improved their ability?	2) Evaluation or reputation by the recipient organization and/or beneficiaries		○		○									
	3) Has the amount of C/Ps' activities increased?	3) (Example: number of jobs in charge, in case of occupational training)		○	○										
	4) Has the quality of C/Ps' activities improved?	4) (Example: satisfaction level of students for C/P's lecture in case of occupational training)		○											
1-2 Achievement level of the project purpose (after JICA's assistance)	1) Has the amount of activities of the recipient organization increased as a result of assistance?	1) (Example: number of training courses being operated in case of occupational training)	○	○											
	2) Has the quality of activities of the recipient organization improved as a result of assistance?	2) (Example: whether or not the training courses being operated are responding to the needs of the beneficiaries in case of occupational training)	○												
	3) What is the favorable or adverse effect of the output upon the achievement of the project purpose (organization reinforcement)?	3) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		○											

2. Impact (Indirect Effect, Favorable and Adverse)

Item	Verification	Information/indicator	Data source												
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Benc- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others	
2-1 How did the project contribute to the development of the sectors assisted?	1) How much did the project contribute to the social and/or economic performance of the sector? How much did the project contribute to the development of the external organizations?	1) Social and economic status of the target group 1) Amount of goods and services from the sector to the external organizations	○						○						
	2) What favorable or adverse factors affecting the development of the sector did the project give?	2) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		○											
2-2 How much did the project contribute to the development of the project area (and its surrounding)?	1) How much improvement in the social and/or economic performance of the area? How much did the recipient organization cooperate with external organizations?	1) Social and economic status of the target group 1) Amount of goods and services given to the external organizations	○												
	2) What favorable or adverse effects did the project have on the development of the area?	2) List of favorable/adverse effects on project progression (use the standard form of the list, also describe actual cases)		○											
2-3 How much additioned on Spin-off benefits provided by the project?	1) Did the project lead to spin-off (e.g. in terms of technology, institution and environment)?	1) List of favorable/adverse effects on project progression (use the standard form of the list, also describe actual cases)	○												

3. Sustainability

Item	Verification	Information/indicator	Data source												
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others	
3-1 Is sustainability of the organiza- tion expected?	1) Does the policy support organizational development?	1) Installation related regulations 1) Recent restructuring	○												
	2) Is the recipient organization well- organized for the operation and management of the project?	2) Organization chart									○				
	3) Is the recipient organization well- organized for the implementation of the project?	3) Operation record									○				
	4) Has the recipient organization been supported by external organizations?	4) Assistance (finance, human resources, administrative support) by external organizations							○						
3-2 Is financial sustainability expected?	1) Is funding (operation and management cost) adequate?	1) Funding (operation and management cost) sources 1) Accounting (fund use) status									○				
	2) Are the public subsidiaries stable?	2) Funding (operation and management cost) sources 2) Accounting (fund use) status									○				
	3) Has his owned capital, if available, been appropriated to the project?	3) Funding (operation and management cost) sources 3) Accounting (fund use) status									○				
3-3 Is material/ technical sustainability expected?	1) Have the given technologies been used?	1) Status of the business using the technologies		○	○						○				
	2) Have domestic human resources been allocated appropriately?	2) Staff member lists of the recipient organization during and after the assistance										○			
	3) Have the facilities, equipment and material been stored correctly?	3) Maintenance of facilities, equipment and materials 3) Equipment failure rates 3) Arrangement for mainte- nance and replacement			○										
3-4 Others															

4. Relevance

Item	Verification	Information/indicator	Data source											
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others
4-1 Was the agreement with the country (and R/D) adequate?	1) Was the project purpose in R/D stated adequately?	1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>									
4-2 Did JICA identify needs correctly?	1) How well did JICA identify the favorable/adverse factors affecting the project progression at the stage of preliminary survey?	1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)			<input type="radio"/>									<input type="radio"/> Preliminary survey reports
	2) Did JICA identify the urgency and priority levels of the project at the stage of preliminary survey?	2) Project implementation plan (as a background of the project) defined by the country, and its change		<input type="radio"/>	<input type="radio"/>									
	3) Was the decision of giving assistance adequate?	3) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>									
4-3 Was the process for designing the assistance scheme adequate?	1) Was the output goal adequate?	1) Number of trained C/Ps 1) Technical items transferred to C/Ps		<input type="radio"/>	<input type="radio"/>									
	2) Was the project purpose adequate?	2) Status of the activities of the recipient organization		<input type="radio"/>										
	3) Were the project details (development items, project purposes, correlation between input and output) adequate?	3) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		<input type="radio"/>										
	4) Were the input items (kinds, quantity, quality and function) adequate?	4) Same as (1) through (5) in the table 5. Efficiency								<input type="radio"/>				
	5) Has JICA identified the cooperation system/organization of the recipient country?	5) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		<input type="radio"/>										
4-4 Was the time schedule of the project adequate?	1) Was the time schedule of the project adequate?	1) Time schedule 1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases)		<input type="radio"/>										

5. Efficiency (Input vs. Output)

Item	Verification	Information/indicator	Data source													
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others		
5-1 Was the extent of assistance adequate to the development items and project purposes?	1) How many experts were dispatched? How long did they provide assistance at the site?	1) Number of experts and period of assistance										○				
	2) List, quantity, cost and maintenance status of the supplied equipment	2) List, quantity, cost and maintenance of the supplied equipment			○							○				
	3) Number of trainees, and training period	3) Number of trainees, and training period										○				
	4) Was the project completed satisfactorily?	4) Number of discussion meetings and itinerating lectures										○				
	5) What is the total budget of the project?	5) Project funds										○				
5-2 Was the assistance implemented timely?	1) Was the expert dispatch implemented timely?	1) Time schedule of dispatch		○												
	2) Was the equipment and material supplied timely?	2) Time schedule of supply		○	○											
	3) Was the training (receiving trainees) implemented timely?	3) Time schedule of training		○	○											
	4) Were the meetings and itinerating lectures implemented timely?	4) Time schedule and number of meetings and itinerating lectures		○	○											
	5) Was the project implemented timely as a whole?	5) Master schedule of the project	○	○	○											
5-3 Was JICA's assistance for the project adequate?	1) Did the joint committee function properly?	1) Number of joint committee meetings 1) Authority given to the joint committee		○	○											
	2) Was the project supported by external organizations?	2) Same as 1(4) in the table 3. Autonomous Development							○							

Item	Verification	Information/indicator	Data source											
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others
5-4 Was the linkage to assistance ac- tivities by other bodies adequate?	1) Was the cooperation with other grant assistance agencies, OECF, other countries and international organizations adequate?	1) Assistance for the project by other grant assistance agencies, OECF, other countries and/or international organizations	○	○										
5-5 Were inter- mediate, at- completion and post-project evaluation results used effectively?	1) Were intermediate and at- completion evaluation results used effectively in designing additional or follow-up assistance?	1) Results and recommendations obtained by intermediate and at- completion evaluation, and items to be covered by follow-up assistance		○								Intermediate and at-completion evaluation reports		○
	2) Were the results of the post-project status survey used effectively in designing the after care plan?	2) Results and recommendations obtained by post-project status survey, and items to be covered by the after care plan		○									○	

6. Feedback of Evaluation Results

Item	Verification	Information/indicator	Data source												
			Ministry/ Agency	Imple- menting organiza- tion	C/P	Bene- ficiaries	Experts	External organiza- tions	Japan- ese experts	Project records	Annual reports	Staff lists	Post-project survey sheets	Others	
6-1 Is the after-care necessary?	1) What fields require after-care?	1) List of after-care required items		○											○
	2) What type of after-care (e.g. training, expert dispatch and supply of equipment) is necessary?	2) List of training needs 2) List of technologies whose transfer has not been satisfactory 2) List of equipment to be repaired		○										○	
	3) Application schedule of after-care	3) Priority level of the items to be supported by after-care		○											
6-2 What should be improved to ensure satisfactory assistance?	1) What should be improved or corrected to ensure satisfactory assistance for the project?	1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases) 1) List of corrective measures	○	○	○										
6-3 What system or process should be improved or corrected?	1) What system or process (e.g. organization, authority and funds) of JICA or other Japanese organizations should be improved or corrected?	1) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases) 1) List of corrective measures against adverse factors	○	○	○										
	2) What system or process (e.g. organization and funds) of the government, implementer and/or external organizations in the assistance-receiving country should be improved or corrected?	2) List of favorable/adverse factors affecting the project progression (use the standard form of the list, also describe actual cases) 2) List of corrective measures against adverse factors	○	○	○										
6-4 What lessons were obtained?	1) What were the favorable/adverse factors affecting the achievement of the project purposes?	1) Same as 2(3) in the table 1. Achievement level		○											
6-5 What recommendations were obtained?	1) What should be taken into consideration in the next assistance for the same field or region?	1) List of recommendations made based on 4(1) in the table 6. Feedback of Evaluation Results		○	○										

PBQP**A SOCIAL MOVEMENT FOR QUALITY AND PRODUCTIVITY**

Alfredo Lobo

The Brazilian Program for Quality and Productivity (PBQP) is, in its present phase, trying to improve the quality of life of the Brazilian population, as well as to increase the competitiveness of goods and services produced in the country, through improving the effectiveness of management of public and private resources. Efficient management, which results in better products and services, is an obligation of the state, the productive sector and of the citizens.

Quality, as a national movement, is the connection between the state and the productive sector, both of which perform their missions efficiently, together with the organized society, which is also responsible for the country's development.

This document shows the recent strategic realignment of PBQP, a movement which is open to society as a whole to participate in, and whose main axis are the National Mobilizing Goals. Other goals may be added to those which have already been established and which were announced during the development of the Program. The main target is to mobilize the country, in order to reach the desired quality of life.

THE HISTORY OF QUALITY

In Brazil, quality began to be discussed in a systemic way during the 70's. The evidence, on both a national and an international level, that the problems related to the quality of produced goods and services stemmed mainly from management failures, led Brazilian companies to re-think their approach to quality.

Quality began to be treated in a systemic way, by emphasizing management systems and by giving value to preventive actions, which until then, were prejudiced by the traditional methods of only correcting the defects. This initiative originated in some large state and private companies, which were concerned about unacceptable results related to quality and productivity, especially those related to reworking, production losses due to installation failures, scrap and waste.

Only during the 80's, did quality begin to be studied as a public policy. However, it was in 1990, that the Federal Government effectively assumed leadership of the quality movement in the country, through the creation of the Programa Brasileiro da Qualidade e Produtividade (Brazilian Program for

Quality and Productivity) – PBQP. The scenario of economic opening-up was decisive in this instance. Since its creation, PBQP has intended to be a mobilization Program for the different public and private sectors of society, of voluntary adhesion. In 1996, another important factor in the development of the program occurred, with the establishment of 4 macro priorities that gave it a greater scope, enlarging the concept of quality, which began to be understood as an exercise of citizenship. In this concept, it is understood that quality may be observed in day-to-day attitudes, with each citizen exercising and demanding quality in all actions. The four macro priorities established were:

- Quality of life;
- Quality and work;
- Quality and productivity in the goods and services sector;
- Quality and participation in public administration.

RESULTS OBTAINED

PBQP is still far from achieving its greatest objective, which is to mobilize all the public and private segments around the quality issue.

However, since its creation, some segments, especially that of industry, have been mobilized, and already present concrete results, among which, the following should be mentioned:

- During this period, the average productivity of Brazilian industries grew at a rate of about 8.6 % per year;
- Approximately 3,000 companies were granted the ISO 9000 certification and almost 30 were granted the ISO 14000 certification. It is important to emphasize that the latter was only created at the end of 1997;
- Almost a hundred public bodies, on Municipal, State and Federal levels, have implemented programs for improving the quality of their services, based on the requirements of ISO 9000 or on the requirements of the Prêmio Nacional da Qualidade (National Quality Award);
- The Programa de Análise da Qualidade de Produtos (The Analysis Program of Product Quality), which is an integral part of the PBQP performed by INMETRO (Instituto Nacional de Metrologia e Normalização de Qualidade Industrial - National Institute of Metrology, Standardization and Industrial Quality), demonstrates that the conformity index, regarding standards and regulations of products

and services produced in Brazil, is similar to, and in some cases higher than, that of imported products.

These results can be explained by several factors, among which the following are most important:

- Use of the purchasing power of the State, in demanding quality in the public bids for the purchasing or contracting of products and services;
- Stimulation, by the Ministry of Science and Technology, of the development of personnel and of science and technology in the country;
- The awakening of the critical consciousness of the Brazilian consumer, who, in becoming more demanding, induces companies to improve their quality. The creation of the Sistema Nacional de Defesa do Consumidor – The National System of Consumer Defense (Código de Defesa do Consumidor - *Consumer Defense Code*; Secretaria de Direito Econômico - *Secretariat of Economic Rights*; PROCONS – *Consumer Protection Departments* and NGO's, aimed at the orientation and defense of consumers), the political opening-up and the stability of the currency, were all decisive factors in the establishment of a new consumer profile.

APPROVED STRATEGIC REALIGNMENT

At the end of 1997, due to requests made by representative segments of the civil society, the Comitê Nacional da Qualidade e Produtividade (The National Committee of Quality and Productivity) held a meeting, in order to assess the Program, as they had verified that the mobilization of the different segments of society had not evolved at the desired level and that the development of the Program was not being directed in an integrated way, with the due follow-up.

It was decided that the Casa Civil da Presidência da República (The Ministry of Civil Affairs), whose title holder is the President of the Comitê Nacional da Qualidade e Produtividade and the Ministry of Industry, Trade and Tourism (MICT), which is the executive secretariat of the PBQP, should present a proposal for the strategic realignment of the Program, which was approved in February 1998.

The approved strategic realignment proposal, besides emphasizing quality of life and the necessity of mobilizing society, also defined that the PBQP should be developed in accordance with the following strategies:

- Creation of a Mobilizing Expression;
- Establishment of National Mobilizing Goals;
- Implementation of a Project Management System;
- Joint executive coordination by government and civil society (in this case, represented by

INMETRO and IBQP - Instituto Brasileiro da Qualidade e Produtividade – *The Brazilian Institute of Quality and Productivity*).

The objective of establishing a Mobilizing Expression was to create a "motto", that would identify and mobilize the greatest possible number of people and segments of society, with regards to the quality and productivity cause, *raison d'être* of the PBQP.

The National Mobilizing Goals, which form the supports of the Program, converge in the Mobilizing Expression, which represents the link between them.

The Project Management System will help project managers develop the Program harmoniously and will allow for transparent access of its development by society.

The joint executive coordination (INMETRO / IBQP) is aimed at involving society in the concept of quality as an exercise of citizenship, broadening the perception of each citizen in such a way as to allow the issue of quality and productivity to become a national issue. The involvement of each citizen, who is committed to and conscious of his rights and obligations, together with a state that fulfils its responsibilities, defines the new concept of quality.

SURVEY OF SOCIETY

The first action developed in the present phase of the PBQP, was to carry out a qualitative survey, aimed at verifying how society understands and is willing to commit itself to the quality movement, which is the essence of the Program. The results of the survey were used for strategic realignment of the Program. They were also used in the elaboration of a Program Communication Plan, the Mobilizing Expression, the National Mobilizing Goals and their respective projects.

The two main conclusions drawn from the survey were:

QUALITY CONCEPT

Quality is understood as a concept connected to citizenship. In a general sense, it can be defined as the encounter of the state, that fulfils its obligations by fighting for social development, and the citizen, who in turn, has rights, and thereby fulfils his/her duties as a citizen. It is a dynamic and continuously improving process. As it is a slow and gradual process, it may not be accomplished from one day to the next, and it is closely connected to the educational level of the people and their culture.

RESPONSABILITY FOR QUALITY

The quality movement will only be effective when it becomes a national project, wherein everybody is responsible: citizens, conscious of their rights and

duties, and a state that fulfills its obligations. Quality may be understood as being a movement of the society as a whole, where the state may lead and manage this process, which should involve all citizens, towards whom all the benefits are directed. The citizens should contribute to, control and demand the results of this process.

ESTABLISHMENT OF NATIONAL MOBILIZING GOALS

The National Mobilizing Goals were established to engage important segments of society in the Program. These goals serve to represent an important first step for each separate segment in their commitment to quality.

The established goals have been very clearly defined, which has improved the organization of the Program enormously, giving it greater focus and direction.

The mobilizing expression and the 13 initially established goals are described in greater detail below:

MOBILIZING EXPRESSION

**QUALITY.
SHOW. DEMAND. LIVE.
YOU MAKE BRAZIL.**

NATIONAL MOBILIZING GOALS

ALL CHILDREN IN SCHOOLS, RECEIVING QUALITY EDUCATION.

An educated population creates a quality country. The initial goal is to reduce the number of children, aged 7 -14, who do not attend school by 65 %, by the year 2002, and to monitor the quality of teaching.

CONTAMINATION-FREE BLOOD

Health is the basis of a quality life. The initial objective is to achieve total quality in the processing and control of blood used for transfusions, by the year 2003.

ATTRACTING TOURISTS

The lack of urban cleanliness is the main source of dissatisfaction of the foreign tourists who visit Brazil. The initial goal is to reduce the dissatisfaction of tourists with the cleanliness of cities participating in the *Programa Nacional de Municipalização do Turismo* (National Program for Tourism on a Municipality Level) by 50%, by the year 2001

SATISFACTION WITH PUBLIC SERVICES

The State has to fulfill its obligations. The initial goal is to raise - at a rate of 10% a year - the satisfaction of the population with the services rendered by public institutions to 70%, by the year 2003.

MORE BRAZIL IN THE MOVIES

The cinema is a promoter of culture and leisure, a source of job opportunities and prestige for the country. The initial goal is to increase the market share of Brazilian movies, in terms of ticket sales, from 5% to 20% by the year 2000, through improving the quality of production, distribution and exhibition of national movies.

MORE PRODUCTIVE SMALL BUSINESSES

As a primary source of work in the country, the more productive small businesses generate more jobs. The initial goal is to raise the productivity of small businesses by 20%, by the year 2002, through increasing the access of small businesses to modern management technologies.

AGRIBUSINESS: MORE MARKETS, MORE JOBS

To raise the quality and the productivity of Brazilian agribusiness is the way to increase the presence of this sector in the international market. The initial goal is to increase the commercialization of these products in the international market from US\$18.8 billion to US\$45 billion, generating 10 million jobs, by the year 2002.

EDUCATING AND INFORMING THE CONSUMER

The citizen/consumer demands quality and influences markets. The initial objective is to establish a national information system on the quality of products and services and to introduce consumer education subjects in primary schools, by the year 2003. By that date, 10 million people should be able to access the information system.

WORK IS LIFE

Work should mean life and should never result in death. The initial goal is to reduce the fatal accident rate by 25%, increasing the number of organizations and workers that comply with the safety rules applicable to each sector, by the year 2003.

MORE COMPETITIVE INDUSTRY

Quality and Productivity in industry generate more job opportunities and revenues. The initial goal is to increase productivity by 6% per year, on average, until the year 2003.

EXPORTS ARE NECESSARY

Exports generate more revenue for the country and more opportunities for the worker. The goal is to double, in percentage value, the participation of dynamic growth products on the list of Brazilian exports, thereby contributing to reaching the national target of exporting US\$100billion in goods, by the year 2002.

CONSTRUCTION OF HOUSING WITHOUT WASTE

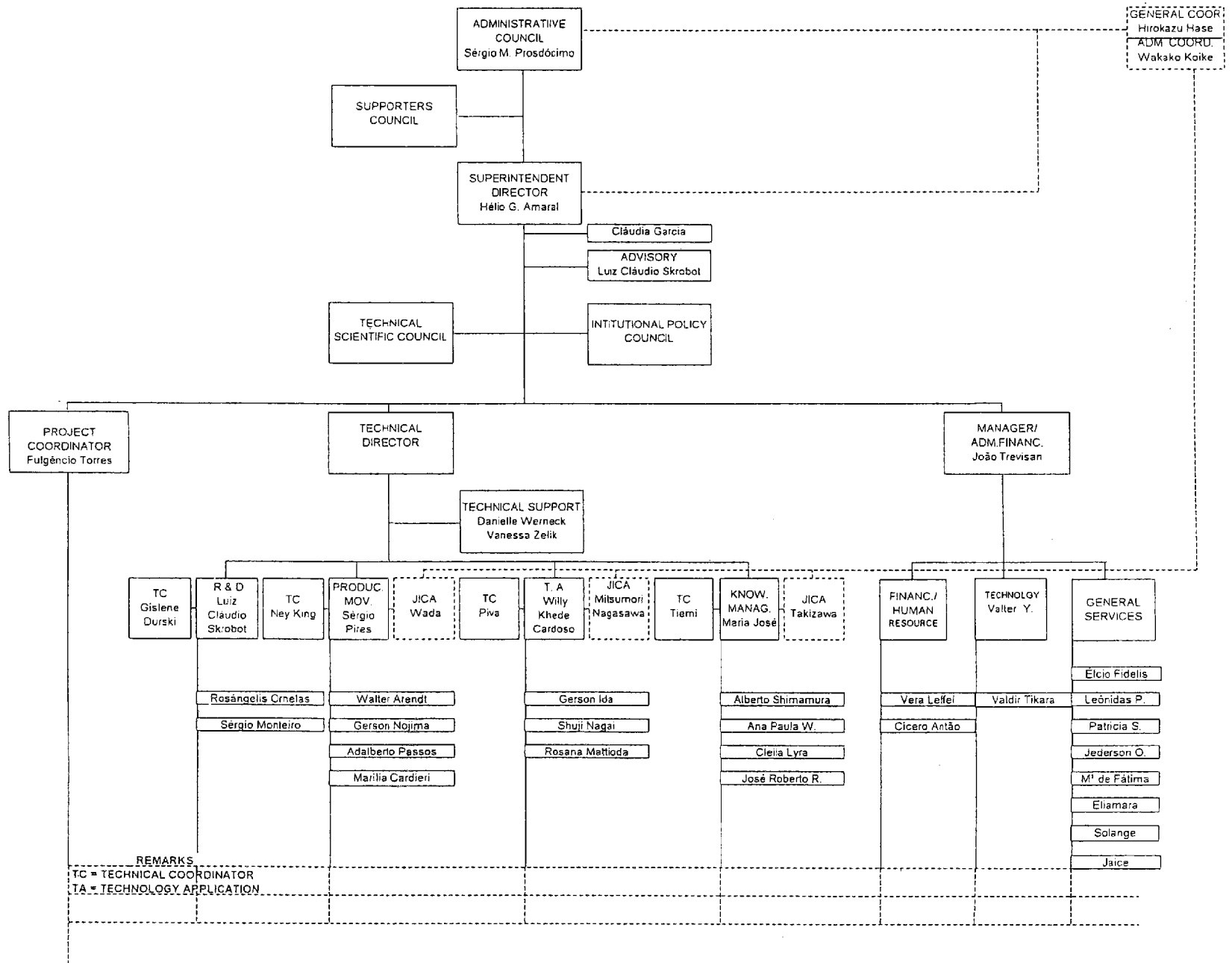
The fight against the housing shortage also depends on the reduction of waste. The use of building materials that conform to technical standards reduces waste and cost, increasing the quality and the productivity of the construction. The initial goal is to raise the conformity of basic building products to 90%, with regards to the applicable quality and safety standards, by the year 2002.

SCIENCE AND TECHNOLOGY: GENERATING COMPETITIVENESS

To develop the system of science and technology in Brazil is a basic condition for the participation of the country in the globalized world. The goal is to increase Brazil's scientific and technological capability as a support for the competitiveness of the Brazilian economy, consolidating the investments in science and technology in 1.5% of the GNP, and establishing the bases that will allow for its growth to 2% by the middle of the next decade.

Presented to the President of Philip Crosby Association, Mr. Philip Crosby
by the president advisor of INMETRO, Mr. Alfredo Lobo in November 1998, Curitiba

Organization Chart of IBQP-PR



ADMINISTRATIVE COUNCIL

NAME	ORGANIZATION
Sérgio Marcos Prosdócimo	Umuarama
Francisco Cunha Pereira Filho	Editora Gazeta do Povo
Hélio Cadore	Sebrae - Pr
Atilano de Oms Sobrinho	Grupo Inepar
Jonel Chede	Associação Comercial do Paraná
Gilberto Cruz Rautt	Federação das Indústrias do Estado do Pr
Eduardo Francisco Sciarra	Secretaria de Estado da Indústria, Comércio e Desenvolvimento Econômico
Geraldo Atsumi Yamada	Secretaria Municipal da Indústria, Comércio e Turismo de Curitiba
Evandro Barreira Milet	Instituto Brasileiro da Qualidade e Produtividade – IBQP Nacional
José Carlos Gomes de Carvalho	Federação das Indústrias do Estado do Paraná

SUPPORTERS COUNCIL

NAME	ORGANIZATION
Walfrido Victorino D'Avila	Copel – Companhia Paranaense de Energia
Carlos Afonso Teixeira de Freitas	Sanepar – Companhia de Saneamento do Paraná
Teichum Hiramatsu	Peróxidos do Brasil
Carlos Alberto Trevisan	Botica Comercial Farmacêutica Ltda
Sérgio Morales	Semage Manutenção Industrial
Celso Gusso	Arauplast

TECHNICAL SCIENTIFIC COUNCIL

NAME	ORGANIZATION
Renato Zancan Marchetti	Intermarketing
Eduardo Manoel Araújo	Copel / Escritório da Qualidade e Produtividade
Fábio Bairão	Inepar S/A Ind. E Construções
Nelson C. Karam	DIEESE
Guilherme Klingelfus	Petrobrás
Celso Romero Kloss	Tecpar
Elenice Mara Matos Nôvak	Universidade Federal do Paraná

INSTITUCIONAL POLICY COUNCIL

NAME	ORGANIZATION
Arthur Iorio Junior	Bastec S/A
Cid Cordeiro Silva	DIEESE
Beatriz Amaral	Qualysul Consultoria e Treinamento
José Francisco de Oliveira	SEBRAE Pr
Júlio C. Félix	Tecpar
Reinaldo Dias Ferraz de Souza	Ministério da Ciência e Tecnologia
Rosa Izelli	
Sakuo Noto	Denso do Brasil
Sérgio Fuhrmann	Bamberg, Kastrup, Oliveira & Fuhrmann
Carlos Artur Krüger Passos	CEFET PR

ANNEX 7-1(1)

Allocation of Counterpart Personnel and Staff

No	CALENDAR YEAR		1995					1996					1997					1998					1999					2000				
	JAPANESE FISCAL YEAR		1995					1996					1997					1998					1999									
	Name of Counterparts		4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2
(Directorate)																																
1.1	Washington L. Filho	Superint. Director	95/5.2~97/5.13										(resigned)																			
1.2	Helio G. Amaral	Superint. Director																98/3.1~														
2.1	Paulo Afonso Schmidt	Technical Director	95/3.3~96/12.31										(resigned)																			
2.2	Mauro K. Nagashima	Technical Director											97/2.3~98/2.9					(resigned)														
2.3	Jose F. de Oliveira	Technical Director																98/3.1~10.29					(resigned)									
3	Joao A. Trevisan	Administ. Manager	95/5.15~																													
4	Mauro K. Nagashima	Technical Advisor	95/3.3~97/1.31																													
5	Paulo Lunardon	Administ. Director											97/4.1~98/6.30					(resigned)														
6	Fulgencio Torres Viruel	Project Coordinator																98/11.3														
(Administration Staff)																																
7	Edilene M. Hohmann	Junior Secretary	95/8.14~98/7.3															(fired)														
8	Daniele Werneck	Junior Secretary																98/5.11~														
9	Claudia P. Garcia	Director Secretary																98/7/6~														
10	Claudia Malschitzky	Bilingual Secret.	95/11.1~97/2.28										(resigned)																			
11	Rosana Ramos	Bilingual Secret.											97/4.14~97/8.15					(resigned)														
12	Ana C. de Pauli	Bilingual Secret.											97/8.25~98/3.31					(resigned)														
13	Vanessa Zeilik	Bilingual Secret.																98/5.11~														
14	Laura Hiroko Tamaru	Jica's Assistant	95/8.1~																													
15	Joao C. Aguiar	(Accounts)	95/9.1~12.21																													
16	Cicero A. Barbosa	(Accounts)						96/1.15~																								
17	Vera L. Granemann	(Accounts)						96/1.24~																								
18	Leonidas G. Pinto	Driver	95/9.1~																													
19	Elcio A. Fidelis	Adm. Auxiliary											97/2.17~																			
20	(Receptionist)		95/9.1~																													
(Information Area)																																
21	Luisa N. Suguimati	Info. Specialist	94/12.18~97/1.22										(resigned)																			
22	Walter Yoshio Sato	Informatics											96/12.7~																			
23	Marcelo Suguimati	Informatics																97/9.9~98/6.3					(resigned)									
24	Waldir T. Kajiyama	Informatics																98/6.16														

ANNEX 7-1(2)

No	CALENDAR YEAR		1995		1996		1997		1998		1999		2000														
	JAPANESE FISCAL YEAR		1995		1996		1997		1998		1999																
	Name of Counterparts		4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2	4
(Temporary Counterpart)																											
25	Alvaro P. Leite	TC/P(QQB/BA)						96/1.8-98/6.25																			(returned to PQB)
26	Carlos David Yukimura	TC/P(Fud.CERTI/SC)						96/1.8-98/6.25																			(assigned to TECPAR)
27	Christina L. Carvalho	TC/P(ENCAL/RJ)						96/1.8-97/1.20																			(resigned)
28	Paulo Guimaraes	TC/P(QQB/BA)						96/1.8-4.																			(resigned)
29	Genia Angelica Porto	TC/P(QQB/BA)						96/1.8-98/6.25																			(returned to PQB)
30	Geraldo A. Silva	TC/P(CUT/PR)						96/1.8-98/6.25																			(returned to CUT)
31	Joseana P. da Silva	TC/P(FAPERJ/RJ)						96/1.8-98/6.25																			(assigned to UFRJ)
32	Jose Glauber Monteiro	TC/P(UFSC/SC)						96/1.8-98/6.25																			(returned to SC)
33	Luz Marina M. Alencar	TC/P(FIEC/CE)						96/1.8-98/6.25																			(returned to FIEC)
34	Marcelo Adriano Silva	TC/P(FIERGS/RS)						96/1.8-98/6.25																			(returned to FIERGS)
35	Marcia da Motta Daros	TC/P(UNICAMP/SP)						96/1.8-98/6.25																			(assigned to CNI)
36	Marilia I. N. Cardieri	TC/P(FIEMG/MG)						96/1.8-																			(assigned to IBQP-PR)
37	Nelson de C. Karam	TC/P(GIESE/PR)						96/1.8-98/6.25																			(returned to DIEESE)
38	Roberto dos R. Alvarez	TC/P(UFRGS/RS)						96/1.8-98/6.25																			(assigned to UFRJ)
39	Sergio S. Carvalho	TC/P(SENAI/ES)						96/1.8-98/6.25																			(returned to SENAI/ES)
40	Tereza C. A. Rosa	TC/P(SEBRAE/MS)						96/1.8-98/6.25																			(returned to SEBRAE/MS)
(Technical Department)																											
41	Ana Tiemi K. Suguisawa	PC/P(K.M)						95/9.1-																			
42	Gislene Regina Durski	PC/P(R&D)						95/9.1-																			
43	Murilo X. Brotherhood	PC/P						95/9.1-97/8.1																			
44	Ney C. King	PC/P(P.M)						95/9.1-																			
45	Waller Arendt	PC/P(P.M)						95/9.1-																			
46	Willy Khede Cardoso	PC/P(T.A)						95/9.11-																			
47	Rosangelis de Ornelas	C/P(R&D/Info. Specialist)						95/10.9-																			
48	Ana Paula Wormbecker	C/P(K.M/Librarian)											97/3.3-														
49	Adalberto Egg Passos	C/P(P.M)											97/7.1-														
50	Luis Claudio Skrobot	C/P(Advisor/R&D)											97/10.1														
51	Gerson Nojima	C/P(P.M/Computer Graphics)											97/11.1-														
52	Sergio Pires	C/P(P.M)																98/5.18									
53	Rosana A. Mattioda	C/P(T.A)																98/4.23									
54	Gerson Satio Iida	C/P(T.A)																98/4.23									
55	Jose Roberto da Silva	C/P(K.M)																98/4.23									
	Marilia I. N. Cardieri	C/P(P.M)																98/7.1-									
56	Ariel Cabral Xavier	C/P(T.A)																98/7.1-98/10.18								(fired)	
57	Shuji Nagai	C/P(T.A)																98/7.21-									
58	Alberto H. Shimamura	C/P(K.M)																98/8.1-									
59	Maria Jose Reis Pontoni	C/P(K.M)																98/11.3									
60	Valter Piva	C/P(T.A)																98/11.16									
(Part-time Consultant)																											
61	Cleila Lyra	(K.M)																98/7.1-98/12.1									
62	Sergio Monteiro	(R&D)																98/5.1-98/12.31									
63	Simone E. Ramos	(P.M)																98/12.1									

Note: K.M = Knowledge Management, R&D = Research and Development, P.M = Productivity Movement, T.A = Technology Application

ANNEX 7-2

Allocation Plan and Actual Result of Brazilian Counterpart and Administrative Staff

Calendar Year		1995		1996		1997		1998		1999	2000
Personnel Assignment		Plan in R/D	Actual	Plan in R/D	Actual	Plan in R/D	Actual	Plan in R/D	Actual up to Dec	Plan in R/D	Plan in R/D
Executive	Executive Director (Superint. Director)	1	1	1	1	1	Vacant for 7.5 mths.	1	Vacant for 2 mths	1	1
	Technical Director	1	1	1	1	1	Vacant for 1 mth.	1	Vacant for 2 mths.	1	1
	Adm/Financial Director (Manager)	1	1	1	1	1	1	1	1	1	1
	Others not specified in R/D	/	-	/	-	/	-	/	1 Project Coordinator from Nov.	/	/
Staff	Technical Advisor ¹	1	1	1	1	1	1 (up to Jan.)	1	0	1	1
	Bilingual Secretary	2	1	2	1	2	1	2	1	2	2
Technical	Permanent C/P	10	6	10	6	10	5	10	5	10	10
	Temporary C/P	-	-	15	15	15	14	15	14 (up to Jun.)	-	-
	Others to be defined	-	-	-	-	-	-	-	-	-	-
Administrative	Receptionist ²	1	1	1	1	1	1	1	1	1	1
	Clerk	1	1	2	2	2	2	2	2	2	2
	Junior Secretary	1	1	2	2	2	2	2	2	2	2
	Others to be defined	-	-	-	-	-	-	-	-	-	-

*1: Technical advisor is not allocated after Feb. 1997.

*2: Receptionist is allocated on part-time basis.

ANNEX 8-1

Budget Allocation of IBQP-PR (Agreement with SEBRAE)

		1995		1996		1997		1998 (up to October)		1995-1998 (up tp Oct.) ACCUMULATED		Budget 1999	Budget 1995 - 1999
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual		
		REVENUES	Agreement	1,405,029	1,405,029	1,378,253	1,378,253	2,513,674	2,513,674	2,394,576	-		
	Interest	-	90,523	-	165,281	-	42,539	-	187,588	-	485,930	-	-
	Miscellaneous	-	5,566	-	18	-	2,118	-	-	-	7,702	-	-
	TOTAL	1,405,029	1,501,118	1,378,253	1,543,552	2,513,674	2,558,331	2,394,576	187,588	7,691,532	5,790,588	679,127	8,370,659
EXPENSES	Personnel	896,490	212,227	1,460,000	1,337,889	1,260,110	1,373,243	883,506	1,057,956	4,500,106	3,981,315	1,236,913	5,737,019
	Outsourcing	372,840	8,904	141,130	88,026	141,130	144,251	89,283	122,901	744,383	364,082	124,997	869,380
	Travel	67,110	5,394	35,180	48,085	35,180	10,943	22,725	12,082	160,195	76,504	31,815	192,010
	Miscellaneous	401,651	40,457	210,992	160,690	210,998	153,796	210,767	88,080	1,034,408	443,023	295,062	1,329,470
	Equipment	242,780	105,224	0	29,881	0	57,263	0	51,321	242,780	243,689	-	242,780
	TOTAL	1,980,871	372,206	1,847,302	1,664,571	1,647,418	1,739,496	1,206,282	1,332,340	6,681,873	5,108,613	1,688,786	8,370,659

ANNEX 8-2

Budget Allocation of IBQP-PR (Income from Members and Service to Customers)

		1995	1996	1997	1998 (up to Oct.)	Accumulated
REVENUES	Members Contribution	138,830	96,920	99,350	74,245	409,345
	Interest	7,923	25,607	24,652	62,923	121,105
	Service to customers	368	64,068	116,979	401,192	582,608
	Loans	-	-	353,000	492,657	845,657
	Miscellaneous	294	16,965	1,564	1,041	19,864
	TOTAL	147,415	203,561	595,545	1,032,057	1,978,578
	EXPENSES	Personnel	58,621	-	-	-
Outsourcing		6,834	23,945	48,188	329,309	408,275
Travel		2,557	3,338	4,497	1,064	11,456
Loans		-	-	353,000	492,657	845,657
Miscellaneous		13,962	26,257	33,885	30,973	105,077
Equipment / Construction		3,363	3,196	700	79,047	86,306
TOTAL		85,337	56,736	440,270	933,049	1,515,391

Budget Allocation of IBQP-PR (Agreement with SEPL)

		1995	1996	1997	1998 up to Oct.	Accumulated
REVENUES	Agreement	171,471	-	-	520,000	691,471
	Interest	7,414	-	-	17,990	25,404
	Loan: IBQP (Pilot)	-	-	-	476,500	476,500
	TOTAL	178,885	-	-	1,014,490	1,193,375
EXPENSES	Projects / Construction management	-	-	-	42,949	42,949
	Construction and facilities	-	-	-	756,753	756,753
	Return of non-used balance	14,041	-	-	-	14,041
	Miscellaneous	61,482	-	-	3,054	64,536
	Fixed assets	103,361	-	-	-	103,361
	TOTAL	178,885	-	-	802,756	981,641

ANNEX 9 Draft Project Design Matrix(The Project on the Brazilian Institute of Quality and Productivity Project)

Narrative Summary	Detailed Contents of Narrative Summary	Indicators	Means of Verification	Important Assumptions
<p>Overall Goal</p> <p>A contribution will be made to the IBQP system of which the function is, inter alia, to upgrade development of quality and productivity on a nation-wide basis, through the achievement of the following Project Purpose within the period of time for the technical cooperation as provided for in the chapter IX of the Record of Discussions.</p>	<p>Overall Goal</p> <p>The concept and technology of productivity improvement will be disseminated among Brazilian society through IBQP-PR.</p>	<p>1 Expansion of activities of IBQP-PR and its networks</p> <p>2 Increase in number and sectors of beneficiaries of activities of IBQP-PR and its networks</p> <p>3 Level of social recognition of IBQP-PR</p>	<p>1 IBQP-PR report</p> <p>2 IBQP-PR report</p> <p>3 Interviews with clients and questionnaire to clients and related organizations</p>	<p>a The political and economic situation of Brazil will remain stable.</p> <p>b The existing national policy on promoting productivity improvement will maintain its continuity.</p>
<p>Project Purpose</p> <p>The IBQP Parana will be able to upgrade the present technology and knowledge level in regard to quality and productivity.</p>	<p>Project Purpose</p> <p>The IBQP-PR will be able to upgrade and develop the technology and knowledge for productivity improvement.</p>	<p>1 Number and sectors of beneficiaries of activities of IBQP-PR</p> <p>2 Level of satisfaction of beneficiaries with activities of IBQP-PR</p>	<p>1 IBQP-PR report</p> <p>2 Interviews with clients and questionnaire to clients and related organizations</p>	<p>a The PBQP program will be enhanced as a policy direction for the Project.</p> <p>b The networks with beneficiaries and organizations supportive to IBQP-PR will be strengthened.</p>
<p>Outputs</p> <p>a The counterpart personnel acquire the ability to guide and develop quality and productivity activities, including the ability to bring IBQP-PR to a mature organization in the area of quality and productivity.</p> <p>b The competence of such various leaders as enterprise manager, worker, consultants and trainers closely related to the IBQP-PR, for quality and productivity development activities, are developed.</p>	<p>Outputs</p> <p>1 The management system of the Project will be established.</p> <p>2 The equipment necessary to implement activities in the said field will be provided, operated and maintained properly.</p> <p>3 The technical capability of C/P will be upgraded in the said field.</p> <p>4 Seminars and training courses will be established and managed.</p> <p>5 Consultation services will be implemented systematically.</p> <p>6 Public relations and promotion for productivity improvement will be implemented systematically.</p>	<p>1-1 Organization and capacity of staff</p> <p>1-2 Balance of budget</p> <p>1-3 Strategic plans and their record of the activities</p> <p>1-4 Organizational structure of management</p> <p>1-5 Organizational identity, vision and concept</p> <p>2-1 Contents and operational condition of equipment</p> <p>3-1 Allocation of C/P</p> <p>3-2 Assessment of C/P by Japanese experts</p> <p>4-1 Number and type of seminars</p> <p>4-2 Number of training courses</p> <p>4-3 Teaching material</p> <p>4-4 Procedures and manuals</p> <p>5-1 Number of consultations</p> <p>5-2 Manuals for consultation methodology</p> <p>6-1 Publications issued</p> <p>6-2 Number of organized liaison committees</p> <p>6-3 Number of network organizations</p> <p>6-4 Number of associate members</p>	<p>1-1 IBQP-PR record</p> <p>1-2 IBQP-PR record</p> <p>1-3 IBQP-PR record</p> <p>1-4 Social Statutes of IBQP-PR</p> <p>Records of council meetings</p> <p>1-5 Statement of IBQP-PR</p> <p>2-1 Inventory of equipment and record of operation and maintenance</p> <p>3-1 Allocation list of C/P</p> <p>3-2 Evaluation sheet for technical transfer</p> <p>4-1 Activity record</p> <p>4-2 Activity record</p> <p>4-3 List of teaching materials</p> <p>4-4 List of Procedures and manuals</p> <p>5-1 Activity record</p> <p>5-2 List of manuals</p> <p>6-1 List of publications</p> <p>6-2 List of organized liaison committees and their members</p> <p>6-3 List of network organizations</p> <p>6-4 List of associate members</p>	<p>a SEBRAE and the state of Parana will continue to provide necessary support to the Project.</p> <p>b The trained counterpart will remain at IBQP-PR.</p>

Narrative Summary	Detailed Contents of Narrative Summary	Indicators	Means of Verification	Important Assumptions
Activities	Activities	Inputs		The counterpart will remain at IBQP-PR.
		Japanese side	Brazilian side	
a-1 to formulate plans for the counterpart training programmes;	1-1 Allocate necessary personnel	1 Dispatch of experts	1 Provision of land, building, facilities for the Project	
a-2 to prepare training materials for the C/P training;	1-2 Formulate and monitor plans of activities	a) Long term experts		
a-3 to educate and train C/P through lectures and practical guidance;	1-3 Make budget plan and execute properly	- Chief Advisor	2 Allocation of C/P Superintendent of IBQP-PR	
a-4 to provide advice on the managerial aspect of the IBQP-PR;	1-4 Establish and operate management system	- Project Coordinator	Technical C/P	Administrative staff
b-1 to formulate plans for conducting research on productivity and quality development activities in enterprises;	1-5 Articulate statement of IRQP-PR	- Productivity improvement at workplace("Kaizen")	3 Provision of machinery and equipment	Preconditions
b-2 to conduct the above research;	2-1 Implement the provision and installation of necessary equipment	- Quality control and management	4 Local Cost	1 IBQP Parana and national are established.
b-3 to analyze the results of research;	2-2 Operate and maintain the equipment	- Production management and related techniques	Necessary budget for the the implementation of the Project	2 The people concerned over the Project are well aware of reasons for implementing the Project.
b-4 to formulate plans for productivity and quality development activities;	3-1 Assess the technical capability of C/P through on-the-job-training	- Measurement and analysis of quality and productivity		3 The Ministry of Industry, Commerce and Tourism and SEBRAE provide necessary support for the Project in due course.
b-5 to prepare materials for productivity and quality development promotion activities;	3-2 Make plan of technology transfer to C/P	- Human resources development and industrial relations		
b-6 to provide such consulting and training on quality and productivity.	3-3 Implement technology transfer to C/P	b) Short term experts		
	3-4 Evaluate the results of the technical transfer to C/P	Appropriate number of short term experts will be dispatched as necessity arises.		
	4-1 Make plan of activities	2 Accepting counterpart		
	4-2 Develop contents of seminars and training courses	A certain number of the C/P per year		
	4-3 Elaborate materials for seminars and training courses	3 Provision of machinery and equipment		
	4-4 Execute seminars and training courses	4 Local cost		
	4-5 Evaluate the results of activities	Necessary budget for the implementation of the Project		
	5-1 Make plan of activities			
	5-2 Define consultancy model			
	5-3 Identify and negotiate with client			
	5-4 Conduct consultation			
	5-5 Evaluate the results of consultation			
	6-1 Make plan of activities			
	6-2 Develop marketing tools for promotion			
	6-3 Implement promotion and networking activities			
	6-4 Evaluate the results of activities			

ANNEX 10-1

Dep. In charge ; Technology Application

Evaluation Sheet of Technical Transfer (Quality Control & Management)

	Activities	C/P	Person in Charge Japanese side	Current Status	Target	Result (Products)
1. Knowledge Transfer (*common items for all the C/Ps)	1) Box making	Tiemi	Nagasawa	3	3	Teachnig Materials (Textbook, Presentation Materials, Guidance, Cases, Supplementary Materials, etc.) Reports Evaluation Sheets
	2) QC Quize	Willy,Gerson	Nagasawa	3	3	
	3) QCOV lecture	Willy, Rosana, Shuji	Nagasawa	2	3	
	4) LNP lecture	Willy, Gerson, Rosana, Shuji	Nagasawa /STE	2	3	
	5) KSS lecture	Willy, Gerson, Rosana, Shuji	Nagasawa	1	3	
	6) Robot making	Willy,Cleila	Nagasawa	1	3	
	7) Communi. game	Willy,Cleila	Nagasawa	1	3	
	8) Transmis. game	Willy,Cleila	Nagasawa	1	3	
2.OJT	1) QCOV	Torres, Willy, Rosana, Shuji	Nagasawa	1	4	Procedures, Manuals, Proposals, Presentation Material made by Client companies under IBQP-PR's guidance, Manuals
	2) LNP	Torres, Willy, Rosana, Shuji	Nagasawa	1	4	
	3) PST	Torres, Willy, Rosana, Shuji	Asou/Nagasawa	2/3	4	
	4) KSS	Torres, Willy, Rosana, Shuji	Asou/Nagasawa	3	4	
	5) TQM	Torres, Willy, Rosana, Shuji	Tamura/Nagasawa	1	4	
	6) SGA	Torres, Willy, Rosana, Shuji	Amano/Nagasawa	2	4	
	7) GAE-MC	Torres, Willy, Rosana, Shuji	Nagasawa	1	4	
3. Manual making	1) QCOV	Shuji,Rosana,Willy	Nagasawa	1	3	Manuals
	2) LNP	Shuji, Gerson, Rosana, Willy	Nagasawa STE	2	3	

Remark; 1) lectures : 1. Not yet done 2. Understand the basics 3. Able to give lectures
2) OJT : 1. Not yet done 2 Done by Japanese experts 3 Able to carry out with Japanese experts' guidance 4. Able to carry out by themselves

Evaluation Sheet of Technical Transfer (Production Management & Related Techniques)

	Activities	C/P	Person in charge	Current Status	Target	Result (Products)
			Japanese side			
1. Knowledge Transfer (*common items for all the C/Ps)	1) Basics of Productivity *	Willy	Wada	2	2	Training plan, lecture material
	2) Productivity movement and management of an enterprise*	Willy	Wada	2	2	
	3) Productivity movement and labor-management relations*	Willy	Wada	2	2	
	4) Productivity and gain sharing*	Willy	Wada	2	2	
	5) Promotion of productivity movement and its	Willy	Wada	2	2	
	6) Role of productivity organizations and its activities*	Willy	Wada	2	2	
	7) Introduction to Human Resources Development *	Willy	Wada	2	2	
	8) Production Management	Willy	Amano	3	3	
	9) Process Control	Willy	Amano	3	3	
	10) Maintenance Management	Willy	Amano	3	3	
	11) Quality Control	Willy	Tamura	3	3	
	12) Inventory Management	Willy	Asou	2	3	
	13) Cost Management	Willy	Mitsumori	2	2	
	14) Improvement at Working Place	Willy	Asou	3	3	
	15) Roles of Consultant	Willy	Mitsumori	2	3	
	16) Management Consulting Method	Willy	Mitsumori/STE	2	3	
	17) Micro(Company) level productivity measurement	Willy	Mitsumori/STE	3	3	
	18) Financial Analysis	Willy	Mitsumori	2	2	
	19) Basic Training for new member	Simone, Piva (By Willy*, Gislene)	Mitsumori	2	3	
	20) Management Strategy & Management System		STE	1	3	
	21) Marketing & Sales		STE	1	3	
	22) Management Information System		STE	1	3	
2. OJT	1) Basic Practice of MC-1st Companies	IBQP*	Mitsumori/STE	3	3	Consulting report & proposal
	2) Basic Practice of MC-2nd Company	IBQP*	STE/Mitsumori	3	3	Consulting report & proposal
	3) Management Consulting	Group*	Mitsumori	3	4	Consulting report & proposal
3. Manual Making	1) IBQP-PR Consulting Model (First Version)	Willy	Mitsumori	3	3	Consulting model (1st version)
	2) Establishment of IBQP's MC Methodology	Group	Mitsumori	1	3	Consulting model (Final version) Manual, Know-How, Training Manual
4. Provision of Information	1) Feasibility study for MC activity					
	2) Administration of Management Consulting					

Remark; 1) lectures : 1. Not yet done 2. Understand the basics 3. Able to give lectures

2) OJT : 1. Not yet done 2. Done by Japanese experts 3. Able to carry out with Japanese experts' guidance 4. Able to carry out by themselves

Group* consists of Willy, Piva and Simone.

ANNEX 10-3

Dep. In charge; Productivity Movement

Evaluation Sheet of Technical Transfer (Human Resource Development and Industrial Relations(Promotion))

	Activities	C/P	Person in charge	Current Status	Target	Result (Products)
1. Knowledge Transfer (*common items for all the C/P)	1) Basics of Productivity *	Ney, Walter, Marilia,	Wada	2	3	Teaching Materials (Texts, Hand-outs), Lecture Records
	2) Productivity movement and management of an enterprise*	Ney, Walter, Marilia,	Wada	2	3	
	3) Productivity movement and labor-management relations*	Ney, Walter, Marilia,	Wada	2	3	
	4) Productivity and gain sharing*	Ney, Walter, Marilia,	Wada	2	3	
	5) Promotion of productivity movement and its schemes*	Ney, Walter, Marilia,	Wada	2	3	
	6) Role of productivity organizations and its activities*	Ney, Walter, Marilia,	Wada	2	3	
	7) Introduction to Human Resources Development *	Ney, Walter, Marilia,	Wada	2	3	
	8) Introduction to Productivity Promotion	Pires, Adalberto	Wada	1	3	
	9) Promotion of Labor Management Joint Consultation	Pires, Adalberto	Wada	1	3	
	10) Customer Satisfaction Management	Ney, Walter, Marilia, Pires, Adalberto	STE	1	3	
	11) Corporate Identify Movement and Development of Corporate Governance	Ney, Walter, Marilia, Pires, Adalberto	STE	1	3	
2. OJT	1) Planning and implementation of Promotion seminar	Pires, Ney, Walter, Adalberto, Walter	Wada	1	4	Implementation Plan, Program, List of Lectures, Pamphlets, List of Participants, Teaching Materials (Texts, Hand-outs), Reports, Evaluation Sheets
	2) Associate member service (IBQP Club)	Pires, Ney, Walter	Wada	1	4	Rules and Regulation, Pamphlet, Members list
	3) Liaison Committees	Pires, Ney, Walter, Adalberto	Wada	1	4	Rules and Regulation, Record of Discussion, Implementation Manual
	4) Development of the Liaison Committees Result	Pires, Ney, Walter, Adalberto	Wada	1	4	Rules and Regulation, Record of discussion, Implementation Manual, Reports, Members list
	5) Planing and managing the marketing tools development for promotion	Ney, Sergio, Walter, Marilia, Simone	Wada	1	4	Booklets, AV Materials, Home Page, Passports, Periodicals, News, Successful cases. Indicator book
4. Provision of Information	1) Cases of JPC-SED Business					
	2) Cases of Promotion activities of JPC-SED					
	3) Activities and business examples of other NPOs					
	4) Promotion of Labor-Management Joint Cooperation (with the Japanese References)					

Remark; 1) lectures : 1. Not yet done @ Understand the basics 3@ Able to give lectures
 2) OJT : 1. Not yet done @ Done by Japanese experts 3@ Able to carry out with Japanese experts' guidance 4. Able to carry out by themselves

Evaluation Sheet of Technical Transfer (Human Resource Development & Industrial Relations(HRD))

	Activities	C/P	Person in charge	Current Status	Target	Result (Products)
			Japanese side			
1. Knowledge Transfer (*common items for all the C/Ps)	1) Basics of Productivity *	Tiemi	Wada	2	3	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records, Evaluation sheets
	2) Productivity movement and management of an enterprise*	Tiemi	Wada	2	3	
	3) Productivity movement and labor-management relations*	Tiemi	Wada	2	3	
	4) Productivity and gain sharing*	Tiemi	Wada	2	3	
	5) Promotion of productivity movement and its schemes*	Tiemi	Wada	2	3	
	6) Role of productivity organizations and its activities*	Tiemi	Wada	2	3	
	7) Introduction to Human Resources Development *	Tiemi	Wada	2	3	
	8) Leveling Knowledge	Tiemi, Gislene Ney,Willy,Walter, José Roberto	Takizawa	2	3	
	9) Box Making	Tiemi, Gênia,	Nagasawa	3	3	
2. OJT	1) PROCAP Project Development	Tiemi, Adalb. L.Marina, Karam Alberto	Takizawa	3	4	Suggestion plan and IBQP's implementation plan
	2) PROCAP I Seminar To promote PROCAP II and PROCAP III	Director, Coordinators, Managers, Tiemi, Alberto, Maria José, Marília, Simone	Takizawa	1	4	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records(including VTR) , Evaluation sheets
	3) PROCAP II Short Course for Middle Management regarding IBQP's Productivity Model (8 to 16 hours)	Tiemi, Alberto, Maria José, Coordinators, Ana Paula	Takizawa	1	4	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records(including VTR) , Evaluation sheets
	4) PROCAP III Long Course for Middle Management and supervisors, technicians and consultants regarding IBQP's Productivity Model (40 to 60 hours)	Tiemi, Alberto, Maria José, Coordinators, KM group*	Takizawa	1	4	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records(including VTR) , Evaluation sheets
	5) Training courses for middle managers (problem solving and decision making)	Tiemi, Alberto, Maria José, Coordinators KM group	Takizawa	2	4	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records(including VTR) , Evaluation sheets
3. Proposal Making	1) System for IBQP's training courses establishment IBQP's training course (rules, procedures, etc)	Tiemi, M. José	Takizawa	2	4	Suggestion plan and IBQP's implementation plan

Remark; 1) lectures : 1. Not yet done 2. Understand the basics 3. Able to give lectures

2) OJT : 1. Not yet done 2 Done by Japanese experts 3 Able to carry out with Japanese experts' guidance 4. Able to carry out by themselves

KM group* consists of Maria Jose, Tiemi, Alberto, Jose Roberto, and Ana Paula.

ANNEX 10-5

Dep. In charge ; Research & Development

Evaluation Sheet of Technical Transfer (Measurement and Analysis of Quality and Productivity)

	Activities	C/P	Person in charge Japanese side	Current Status	Target	Result (Products)
1. Knowledge Transfer (*common items for all the C/Ps)	1) Basics of Productivity *	Gislene	Wada	2	2	
	2) Productivity movement and management of an enterprise*	Gislene	Wada	2	2	
	3) Productivity movement and labor-management relations*	Gislene	Wada	2	2	
	4) Productivity and gain sharing*	Gislene	Wada	2	2	
	5) Promotion of productivity movement and its schemes*	Gislene	Wada			
	6) Role of productivity organizations and its activities*	Gislene	Wada	2	2	
	7) Introduction to Human Resources Development *	Gislene	Wada	2	2	
	8) Micro(Company) level productivity measurement(Concepts & Methodology)	Gislene	Mitsumori	3	3	
	9) Micro(Company) level productivity measurement (Practice for analysis & Case studies)	Gislene	Mitsumori	3	3	
	10) Cost management	Gislene	Mitsumori	3	3	
	11) Basic concept and knowledge of macro level productivity indexes	Gislene	STE	2	3	
2. OJT	1) Company practice of micro level p'ty analysis measurement	Gislene	Mitsumori	3	4	Management analysis report, Lecture materials for seminar
	2) Applied technology for M/C p'ty meas'ment field-Participation to MC Company Practice	Gislene	Mitsumori	3	4	Consulting report
4.Provision of Information	1) Statistical materials on p'ty indexes of Japan and other countries' NPO					
	2) Improvement of the Systemic Productivity - Second Version					
	3) Innovation research for new concepts, methods and techniques concerning techniques concerning Productivity to reach Social and Economic Development					
	4) Productivity Indicators at micro level		STE			Publication
	5) Productivity Indicators at semi macro and macro levels		STE			Publication

Remark; 1) lectures : 1. Not yet done 2. Understand the basics 3. Able to give lectures

2) OJT : 1. Not yet done 2 Done by Japanese experts 3 Able to carry out with Japanese experts' guidance 4. Able to carry out by themselves

Record of Project Activities

Lectures by Japanese Long-term Experts

Area and Expert	Title	Units	Date
Quality Control and Management by <i>Sadao Tamura</i>	<i>Part I (Basic)</i>		
	TQC	3 units	96/1.18~2.06
	Quality Control	2 units	96/2.28~3.05
	Analysis and Kaizen	4 units	96/3.12~4.02
	Stastics Method	7 units	96/4.09~5.20
	Manag. (Control Chart)	5 units	96/5.31~7.03
	Test (No.2)	1 unit	96/7.11
	A Process Management	5 units	96/7.23~8.28
	Process Control	4 units	96/9.13~10.9
	Free Talking	1 unit	96/10.23
	<i>Part II (Advanced)</i>		
Principle Management	1 unit	96/10.23	
Human Resources Development and Industrial Relations by <i>Haruo Wada</i>	<i>Part I (Basic)</i>		
	Understanding of Productivity	2 units	96/1.16~23
	Labor Management Relations	1 unit	96/1.31
	Human Resources Development	1 unit	96/2.08
	Basics of Productivity	2 units	96/2.26
	Introduct.to Produc.Movement	7 units)	96/3.19~5.3
	Productivity Facilitation	9 units	96/5.9~8.6
	Labor Management Relations	2 units	96/8.22~30
	Productivity Promotion	2 units	96/9.17~27
	Productivity Facilitation	2 units	96/10.02~10
	Final Examination/Summing up	3 units	96/10.24~11.4
<i>Part II (Advanced)</i>			
Human Resources Development	9 units	97/5.12~8.5	
Production Management and Related Techniques by <i>Hiroshi Amano</i>	<i>Part I (Basic)</i>		
	Production Management	2 units	96/1.17~24
	Production Control	16 units	96/2.1~6.13
	Industrial Engineering	2 units	96/6.19~25
	Introduction of TPM	1 unit	96/7.4
	TPM	6 units	96/8.8~9.3
	<i>Part II (Advanced)</i>		
	Production Management(Reniew)	1 unit	97/5.7
	TPM (Planned Maintenance 1-2)	2 units	97/5.14~19.
	TPM (Small Group Activities 1-2)	2 units	97/6.2~9
TPM (Case Study)	1 unit	97/7.2	
Productivity Improvement at workplace ("Kaizen") by <i>Masuo Aso</i>	<i>Part I (Basic)</i>		
	Production Management	8 units	96/1.19~4.10
	5 S	7 units	96/4.16~6.24
	SGA (Small Group Activity)	2 units	96/7.17~25
	SS (Suggestion System)	2 units	96/8.2~13
	What is the Operation Standard	1 unit	96/8.27
	The Import. of Safety Manag.	5 units	96/9.19~10.14
	<i>Part II (Advanced)</i>		
	IE	5 units	97/5.8~5.28
	Material Management	2 units	97/6.16~29
POKAYOKE	1 unit	97/8.12	
Measurement and Analysis of Quality and Productivity by <i>Kunihiro Mitsumori</i>	<i>Part I (Basic)</i>		
	Basic Comprehension to Productivity Movement & Measurement	2 units	96/5.15~21
	Productivity Measurement and Analysis at intra-company level	5 units	96/6.5~7.10
	Productivity Evaluation at Intra-company level	12 units	96/7.29~10.30
	Summing up for the basic part	1 unit	96/11.1
	<i>Part II (Advanced)</i>		
	Study for Japanese case	4 units	97/6.30~7.22
	Study for Brasilian case	4 units	97/7.28~8.11
	<i>(Cost Management)</i>		
	Cost Management	1 unit	96/12.5
Cost Control and Cost Reduction	2 units	96/12.10~13	

ANNEX 11

Record of Project Activities

Consulting Activities

No.	Date	Name of client organization	Sector	Participants and experts in charge	Result (report and other form)
1	16/07/1996~ 18/07/1996	Nilko Metalurgia Ltda	metal mechanic	Roberto*, Tiemi, Carlos, Joseana, Marcelo, Marília, Walter, Amano	O Caso da Nilko metalurgia LTDA. (Rpt)
2	16/07/1996	Laboratonic NUTRILATINA Laboratorios Associados S.A.	food processing	Sergio* and other C/Ps, Tamura	Relatorio Parcial (Rpt)
3	1996/10/11, 19 96/10/15	LORENZETTI Porcelana Industrial Parana S.A.	electrical equip.	All C/Ps	(Presentation Materials)
4	05/11/1996 ~22/11/1996	Tip-Top Alimentos	food processing	Carlos*, Genia, Joseana, Marcelo, Marília, Sérgio de C. Tereza, Mitsumori	Relatório Tip Top. (Rpt: prtgs only) Estudo de caso (Rpt)
5	27/05/1997 ~ 14/08/1997	BEMATECH	electronics	Glauber*, Joseana, Marcelo, Cristina, Murilo, Geraldo, Gislene, Tamura, Mitsumori	Relatório do diagnóstico integrado Bematech. (Rpt: prtgs only)
6	14/04/1997~ 01/08/1997	IMAPA Equipamentos Industriais Ltda	env. equip.	Willy, Genia, Ney, Sergio C., L.Marina, Iwayama, Mitsumori	Diagnóstico da gestão da produção IMAPA. (Rpt: prtgs only)
7	18/09/1997	Yok Equipamentos	machinery	Willy*, Tereza, L.Marina, Carlos, Tamura, Kugai, Mitsumori	Relatório do Diagnóstico integrado YOK (Rpt: prtgs only)
8	28/08/1997	TN Metal	metal manufac.	Sergio*, Genia, Roberto, Tiemi, Aso	Relatório do diagnóstico integrado TNMetal. (Rpt: prtgs only)
9	15/10/1997~ 05/11/1997	Hotel Rayon	service	Joseana*, Christina, Gênia, Marília, Yamada	TQM em Serviços: o caso do Hotel Rayon e Banestado. (Rpt: prtgs only)
10	28/10/1997~ 05/11/1997	BANESTADO	state-owned bank	Álvaro*, Gislene, L.Marina, Tereza, Yamada	TQM em Serviços: o caso do Hotel Rayon e Banestado. (Rpt: prtgs only)
11	18/03/1998~ 01/04/1998	Braengel Construcões e Empreendimentos Imobiliários Ltda.	construction	Alvaro, Gislene, L.Marina, Tereza, Gênia, Marília, Shimizu, Mitsumori	Análise Econômica e Financeira BRAENGEL - Construcões e Empreendimentos Imobiliários Ltda. (Rpt: prtgs only)
12	09/03/1998~	Risotolândia Indústria e Comercio de Alimentos Ltda.	food processing and supply	Geraldo*, Glauber, Carlos, Sergio C., Tereza, Shimizu, Mitsumori	Economic and Financial Analysis Risotolandia (Brief Rpt)
13	09/03/1998 ~ 23/06/1998	Risotolândia Indústria e Comercio de Alimentos Ltda.	food processing and supply	Carlos*, Willy, Tiemi, Geraldo, José R. Sérgio de C. Tereza, Mitsumori	Management Consulting Report Risotolandia - Industria e Comercio de Alimentos Ltda. (Rpt)
14	20/04/1998~ 17/07/1998	Telos S.A.	stationary	Willy*, Roberto, Gênia, Glauber, Gislene Rosana, Gerson I. Sase, Mitsumori	Management Consulting Report TELOS S.A. Equipamentos e Sistemas (Rpt)
15	14/07/1998~ 28/07/1998	Brasholanda S.A.	plastic processing	Willy*, Gislene, José R., Ney, Skrobot, Sérgio P., Sase, Mitsumori	Diagnostico em gestão Brasholanda S.A. (Rpt)

ANNEX 11

Record of Project Activities**Seminar (co-hosting and participation as a lecturer)**

No.	Date	Dur. (dys)	Seminar Title	Organized by	Lecturer	Theme
1	28/09/1995	1	National Productivity Seminar	IBQP-PR/JICA, SEBRAE-PR, FIEP, State Univ. of	Wada (LTE)	The Japanese Productivity Movement
2	06-09/11/1995	4	The 5th Brazilian National Productivity and Quality Development Convention	UABQ, APARQ, TECPAR	Ishiwara (STE)	N.A.
3	14/11/1995	1	Productivity Seminar	IBQP-PR/JICA, SEBRAE-PR	Ishiwara (STE)	N.A.
4	20-22/11/1995	3	IV Encontro Tecnico do PEGQ	MICT, TECPAR	Ishiwara (STE)	Productivity Promotion
5	12/06/1995	1	International Workshop in Quality	SENAI-SP	Tamura(LTE) Amano(LTE)	The Japanese Experience in Quality Control
6	30/05/1996	1	IBQP's Contribution to the development of Quality and Productivity	IBQP-PR/JICA, Fed.Trabalh., DIEESE	Wada (LTE)	Productivity and Quality - The Japanese Experience
7	13/06/1996	1	The 3rd Catarinense Seminar on TQM	SC state Fund. CERTI	Wada (LTE)	Essential characteristics of Japanese Management
8	31/07/1996	1	Kaizenig	IBQP-PR/JICA, SEBRAE-PR	Tsutsumi (STE)	Kaizenig - Its right understanding and application
9	13-14/08/1996	2	The 3rd Catarinense Seminar on Quality Management	Fund. CERTI, FIESC,SEBRAE-SC	Tamura(LTE) Amano(LTE)	Hoshin Kanri - Nippon Steel Experience Production Control at shop floor
10	27/11/1996	1	Workshop	IBQP-PR/JICA, SEBRAE-PR	Itoh (STE)	How to develop sales productivity, what is practical marketing
11	02-03/12/1996	2	Seminar , Quality in Bahia	PQB	Wada (LTE)	Productivity and impact of labor-management relations
12	20/03/1997	1	Seminar on TQM	IEL-PR, IBQP-PR/JICA	Nameki(STE)	The practice of TQM and industrial Competitivity
13	08/12/1997	1	The 3rd Seminar on the World Trend of Quality	IBQP-PR/JICA, SEBRAE-PR, APARQ	Genia, Geraldo, Tamura (LTE)	N.A.
14	20-21/08/1997	2	The 4th Catarinense Seminar on TQM	Fund. CERTI, FIESC,SEBRAE-SC	Tamura, Mitsumori(LTE)	Hoshin Kanri Application of Value Added for Management Analysis
15	11/03/1997	1	Workshop	IBQP-PR/JICA, SEBRAE-PR	Yamada(STE)	TQM in Services
16	11/11/1997	1	R&D Seminar	UFPR, TECPAR	Wada (LTE)	Technology - Quality - Productivity - Competitivity
17	18/11/1997	1	The 10th Quality Week Seminar	Folha de Londrina	Wada (LTE), Ney	Experience of the Japanese Productivity Development Introduction of IBQP system
18	27/11/1997	1	The 5th Seminar on Encounter on Quality	APARQ	Wada (LTE)	Quality and Productivity - The Japanese Experience
19	31/03/1998	1	Workshop	IBQP-PR/JICA, SEBRAE-PR, APARQ	Shimizu (STE)	Application of Value added Analysis for Improvement of Management
20	27/05/1998	1	Seminar on Human Resources Management for Competitivity	PIERGS	Wada (LTE)	The Japanese Human Resources Management System
21	02-04/09/1998	3	The 4th Seminar on the World Trend of Quality	IBQP-PR, SEBRAE-PR, UFPR, TECPAR, APARQ	Nagasawa (LTE) Adalberto,Ney	New Trend in Japanese Total Quality and Productivity Management
22	03-04/12/1998	2	2nd Seminar of SENAI/CETEF - JICA	CETEF/SENAI-MG	Nagasawa (LTE) Willy(Intpr)	Quality Control System in Small & Medium Comp.

ANNEX 11

*Record of Project Activities***Seminar & Training Courses (organized by IBQP-PR)**

No.	Date	Dur. (dys)	Title	Target Group	No. of participants	Description
1	07/01/1997	1	The 1st Introduction Seminar on Model Company Assistance	entrepreneurs	25	Presentation of Company Assistance Model
2	25/06/1998	1	Closing Ceremony of the 1st phase - IBQP project	Supporters of the Project, general public	200	Brief presentation of Productivity Concept Presentation of the results of the
3	20/11/1998	1	Alem da Qualidade no secuo XX com Philip Crosby	entrepreneurs, students, and general public	800	Lecture by Mr. Philip Crosby and Mr. Wayne Crost
4	30/11/1998~ 04/12/1998	5	PROCAP (pilot course)	academics, labor union, entrepreneurs, gov't	18	Presentation and discussion on Systemic Productivity

Dispatch of Long-term Experts

No	CALENDAR YEAR		1995				1996				1997				1998				1999				2000
	JAPANESE FISCAL YEAR		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I
	Term of Technical Cooperation																						
1.1	Chief Advisor	Zenji Kita	1995/6/29~1997/6/23																				
1.2	Chief Advisor	Hirokazu Hase									1997/6/16~1999/6/15												
2.1	Coordinator	Hideko Nishimoto	1995/6/14~1998/6/13																				
2.2	Coordinator	Wakako Koike													1998/5/22~2000/5/31								
3	Quality Control & Management	Sadao Tamura	1995/8/16~1997/11/15																				
4	Human Resources Development & Industrial Relations	Haruo Wada	1995/8/16~1997/11/18																				
	Human Resources Development & Industrial Relations (Promotion)														1997/11/19~1999/6/15								
5	Production Management & Related Techniques	Hiroshi Amano	1995/8/30~1997/8/29																				
6	Improvement at Work Place (Kaizen)	Masuo Aso	1995/10/18~1997/10/17																				
7	Measurement and Analysis of Quality & Productivity	Kunihiro Mitsumori					1996/4/8~1998/4/7																
	Production Management & Related Techniques														1998/4/8~1999/4/7								
8	Human Resources Development & Industrial Relations (HRD)	Shinichi Takizawa													1997/11/19~1999/11/18								
9	Quality Control & Management	Shigeo Nagasawa													1997/12/10~1999/12/9								

ANNEX 12-2

Dispatch of Short-term Experts

No	CALENDAR YEAR		1995				1996				1997				1998				1999				2000	
	JAPANESE FISCAL YEAR		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	
	Term of Technical Cooperation																							
1	Measurement and Analysis of Quality & Productivity	Masayoshi Shimizu				1995/10/13~29																		
2	Production Management	Atsuo Ishiwara				1995/11/2~25																		
3	IE (Industrial Engineering)	Yasuhiko Tsutsumi							1996/6/29~8/03															
4	Marketing for Quality	Masaka Ito										1996/11/02~12/01												
5	TQM (Total Quality Management) in Assembly Industry	Shigueru Nameki											1997/2/28~3/24											
6	Management Consultation	Hiroshi Iwayama											1997/4/09~5/04											
7	TQM in Service Industry	Susumu Yamada												1997/10/11~11/08										
8	OJT (On the Job Training) in Genba Kaizen	Keijiro Kugai												1997/11/03~12/16										
9	Consulting Methodology	Tohru Sase																1998/1/07~24						
10	Measurement and Analysis of Quality and Productivity	Masayoshi Shimizu																	1998/3/07~4/04					
11	Consulting Methodology	Tohru Sase																		1998/6/11~7/31				

No	CALENDAR YEAR		1995				1996				1997				1998				1999				2000								
	JAPANESE FISCAL YEAR		1995				1996				1997				1998				1999												
			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I								
Term of Technical Cooperation																															
	Course Title	Name																													
1	Quality and Productiity Management	Mr. Washinton L. FILHO		1995/11/21~1995/12/10																											
2	Quality and Productiity Management	Mr. Ney C. O. KING		1996/01/18~1996/02/10																											
3	Genba Kaizen	Mr. Willy K. CARDOSO						1997/01/16~0997/03/01																							
4	Production Management	Mr. Murilo X. BROTHERHOOD						1997/01/16~0997/03/01																							
5	Quality Management	Ms. Ana B Tiemi KAWAKAMI						1997/01/16~0997/03/01																							
6	Quality and Productivity Management	Mr. Mauro K. NAGASHIMA										1997/11/05~1997/11/22																			
7	Productivity Measurement and Analysis	Ms. Gislene R. DURSKI										1998/01/15~1998/03/05																			
8	Productivity Promotion	Mr. Walter ARENDT										1998/01/15~1998/03/05																			
9	Productivity Measurement and Analysis	Ms. Rosangelis V de ORNELAS										1998/01/15~1998/03/05																			
10	Quality and Productivity Management	Mr. Helio G. AMARAL														1998/10/02~1998/10/15															

ANNEX 13-2 (1)

Country Focused Training Course in Japan

No	CALENDAR YEAR		1995				1996				1997				1998				1999				2000
	JAPANESE FISCAL YEAR		1995				1996				1997				1998				1999				
	Term of Technical Cooperation		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I
	Name	Organization																					
<u>Quality Control and Productivity Technique (FY '95)</u>																							
1	Mr. Alvaro M. Pinto LEITE	IBQP-PR (Temporary C/P)					1996/01/18-1996/02/10																
2	Mr. Ney C. O. KING	IBQP-PR (Permanent C/P) continued to Indv.Course					1996/01/18-1996/02/10																
3	Mr. Nelson de C.KARAM	IBQP-PR (Temporary C/P)					1996/01/18-1996/02/10																
4	Mr. Geraldo A. da SILVA	IBQP-PR (Temporary C/P)					1996/01/18-1996/02/10																
5	Mr. Jose Glauber M. MONTEIRO	IBQP-PR (Temporary C/P)					1996/01/18-1996/02/10																
6	Mr. Marcelo A. da SILVA	IBQP-PR (Temporary C/P)					1996/01/18-1996/02/10																
7	Mr. Roberto dos Reis ALVAREZ	IBQP-PR (Temporary C/P)					1996/01/18-1996/02/10																
8	Ms. Marcia de Mota DAROS	IBQP-PR (Temporary C/P)					1996/01/18-1996/02/10																
<u>Quality and Productivity Control (FY '96)</u>																							
1	Mr. Carlos David Lopez YUKIMURA	IBQP-PR (Temporary C/P)									1997/01/16-1997/02/15												
2	Ms. Cristina Lucia CARVALHO	IBQP-PR (Temporary C/P)									1997/01/16-1997/02/15												
3	Ms. Joseana Pereira da SILVA	IBQP-PR (Temporary C/P)									1997/01/16-1997/02/15												
4	Ms. Luz Marina M. F. ALENCAR	IBQP-PR (Temporary C/P)									1997/01/16-1997/02/15												
5	Ms. Marilia Ines Naves CARDIERI	IBQP-PR (Temporary C/P)									1997/01/16-1997/02/15												
6	Mr. Sergio Silva de CARVALHO	IBQP-PR (Temporary C/P)									1997/01/16-1997/02/15												
7	Ms. Tereza Cristina de Almeida ROSA	IBQP-PR (Temporary C/P)									1997/01/16-1997/01/20				(Returned early because of personal reason)								
8	Ms. Ana B. Tiemi KAWAKAMI	IBQP-PR (Permanent C/P) continued to Indv.Course									1997/01/16-1997/02/15												
9	Mr. Murilo X. BROTHERHOOD	IBQP-PR (Permanent C/P) continued to Indv.Course									1997/01/16-1997/02/15												
10	Mr. Willy Khede CARDOSO	IBQP-PR (Permanent C/P) continued to Indv.Course									1997/01/16-1997/02/15												

ANNEX 13-2 (2)

No	CALENDAR YEAR		1995				1996				1997				1998				1999				2000	
			JAPANESE FISCAL YEAR				1995				1996				1997				1998				1999	
	Term of Technical Cooperation		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	
Name		Organization																						
Quality and Productivity Technique (FY '97)																								
1	Ms. Alexandrina M. Gomes de OLIVEIRA	SEBRAE-NA																						
2	Mr. Antonio Humberto Mendeiros LEMOS	Min. of Industry, Commerce and Tourism (MICT)																						
3	Mr. Eugenio G. Tolstoy de SIMONE	IBQP-NA																						
4	Ms. Genia Angelica PORTO	IBQP-PR (Temporary C/P)																						
5	Mr. Jose Francisco de OLIVEIRA	SEBRAE-PR																						
6	Ms. Tereza Cristina de Almeida ROSA	IBQP-PR (Temporary C/P)																						
7	Mr. Vicente Couto COLACINO	National Confederation of Industry (CNI)																						
8	Ms. Gislene Regina DULSKI	IBQP-PR (Permanent C/P) continued to Indv. Course																						
9	Ms. Rosangelis V. A. de ORNELAS	IBQP-PR (Permanent C/P) continued to Indv. Course																						
10	Mr. Walter ARENDT	IBQP-PR (Permanent C/P) continued to Indv. Course																						

ANNEX 14 (1)

Machinery and Equipment provided by the Japanese Side

Date	Name of Equipment	Model	Unit Price (R\$)	Qty	Total Price (R\$)	Status
1 Teaching Materials						
1995/7/5	Apple Macintosh 12MB HD350	LC630	1,732.46	1	1,732.46	B
1995/7/5	Compaq LTE Elite 4/40C	M170W	3,531.19	1	3,531.19	B
1995/7/5	HP Laser jet 4V + Accessories		3,960.99	1	3,960.99	A
1995/7/5	Apple Macintosh LC630	12MB HD350 w/ CD ROM	1,195.68	1	1,195.68	B
1995/7/5	Mac Power Book 520C-12MB HD240		2,208.86	1	2,208.86	B
1996/1/8	Copy machine Canon NP2120 + accessories	VJB45217	11,279.00	1	11,279.00	A
1996/1/10	Copy Machine Canon NP6650 + accessories	CYR47953	39,595.00	1	39,595.00	A
1996/1/29	Compaq Contura 430C + Accessories		3,616.39	1	3,616.39	B
1996/1/29	YHP Laser Jet + accessories	4LJPRO	1,201.36	1	1,201.36	A
1996/2/6	Micro Pentium 100MHZ Tape Deat CD4X-51032		9,860.00	1	9,860.00	A
1996/2/6	Micro Pentium 100MHZ-ISA/PCI-510032/PI Multi		5,852.00	1	5,852.00	A
1996/2/6	Micro Pentium 75MHZ-ISA/PCI-57516/PI Multimi		4,258.00	1	4,258.00	A
1996/2/6	Micro Pentium 75MHZ-ISA/PCI-LC57516/PI		3,279.00	20	65,580.00	A
1996/2/6	Notebook Compaq Contura A410CX(486DX250)350		7,542.00	2	15,084.00	A
1996/2/6	Scanner Color mod.HP 4C	USC0061494	1,770.00	1	1,770.00	A
1996/2/13	Ink-Jet Printer	HP-660C Color	870.00	15	13,050.00	A
1996/2/22	HP Printer	Laser Color	13,500.00	1	13,500.00	A
1996/2/22	HP 16MB Printer	Mono Laserjet 600-DPI	7,940.00	1	7,940.00	A
1996/3/20	Micro Pentium 100MHZ-Tape Deat CD4x-510032PI		8,992.00	1	8,992.00	A
1996/6/20	Notebook PC TOSHIBA Dyna book (?) GT S575 75MHZ 8		2,987.38	1	2,987.38	A
1996/6/20	Pritner with Cables and Cartridge	AC100V Cannon BJC35V	468.60	1	468.60	A
1996/6/20	Drive CD-ROM AC100V DRM 624X + Accessories		1,236.15	1	1,236.15	A
1996/12/2	Deskjet Printer	HP-680 Color	549.00	5	2,745.00	A
1996/12/6	Micro Pentium 133 MHZ w/Multim.CD 8x Monit.1		3,130.00	11	34,430.00	A
1996/12/6	Micro Pentium 166 MHZ w/Multim.CD 8x Monit.1		7,465.00	2	14,930.00	A
1997/1/6	Superstack IIHUB 24 ports-3COM	3C1 71A	1,465.90	1	1,465.90	A
1997/1/6	CPA 2511 Remote access Server CISCO		5,554.70	1	5,554.70	A
1997/2/24	Notebook mod.Tecra 500 120MHZ WIN1.3G CD ROM		9,000.00	1	9,000.00	A
1997/3/6	Compact Video Camera Sony	TR-V21	1,929.00	1	1,929.00	A
1997/3/20	Camera Canon Prima Zoom Shot		410.00	1	410.00	A
1997/4/10	Digital Camera Casio + accessories	QV-30	988.10	1	988.10	A
1997/7/16	Tripod for Professional Camera		900.80	1	900.80	A
1997/8/12	Digital Camera (recharger)	MVC-FD7 serie 119638	764.90	1	764.90	A
1998/2/27	Laser Printer	Laser Color 4915 Plus	5,500.00	1	5,500.00	A
					297,517.46	
2 Equipment for Production of Training Materials						
1996/8/15	Video Camera VHS	GR-SZ9 IV-CHO39611	1,715.39	1	1,715.39	A
1996/8/15	Tripod	TP-V20 IV-CHO39611	115.11	1	115.11	A
1996/8/15	Color Video Monitor 15"	IV-CHO39611	1,184.98	2	2,369.96	A
1996/8/15	VCR VHS Multi System	NV-W1 IV-CHO39611	2,934.23	1	2,934.23	A
1996/8/15	Video editor VTR	SR-S360U IV-CHO39611	1,935.46	2	3,870.92	A
1996/8/15	Transformer 1KVA	IV-CHO39611	191.85	1	191.85	B
1997/3/7	Color Video Monitor	JVC TM-A9U (NTSC)	1,230.27	3	3,690.81	A
1997/3/7	Videotype with formate S-VHS	NBR.5822DXU	11,364.34	1	11,364.34	A
1997/3/7	VideoType with formate S-VHS	NBR.5622DXU	11,562.43	1	11,562.43	A
1997/3/7	Video System S-VHS		16,598.21	1	16,598.21	A
1997/3/7	Sound mixer with 8 channels		6,756.05	1	6,756.05	A
1997/3/7	Special Effects Video Producer		14,596.40	1	14,596.40	A
1997/3/7	Equip.control Text edition	NRM.6860U	5,119.17	1	5,119.17	A
1997/3/7	3CCD Video Camera	KY-27CUCB 14xzoom	10,259.18	1	10,259.18	A
					91,144.05	
3 Equipment for Seminar Rooms						
1996/1/2	Color TV Sony 29 inches	V55-B	1,732.50	2	3,465.00	A
1996/1/3	Portable Over Head Projector LITEPRO	INFOCOS	20,618.00	1	20,618.00	A
1996/8/15	Over Head Projector	HP-A380 IV-CHO39611	1,877.19	2	3,754.38	A
1996/8/15	Pedestal for Over Head Projector	4380-2 IV-CHO39611	453.26	1	453.26	A
1996/8/15	Pedestal for Over Head Projector	4380-2 IV-CHO39611	546.95	1	546.95	A
1996/8/15	VCR Hitachi VHS	VTM288MN IV-CHO39611	880.27	2	1,760.54	A
1996/8/15	Slide projector with projection lens	4190 IV-CHO39611	1,661.54	1	1,661.54	B
1996/8/15	Pedestal to Slide Projector	1256 IV-CHO39611	289.71	1	289.71	B
1996/8/15	Screen for Over Head Projector (tripod type)	9165 IV-CHO39611	496.56	1	496.56	A
1996/8/15	Sound Player Stereo	PMC-501 IV-CHO39611	733.56	1	733.56	A

ANNEX 14 (2)

Date	Name of Equipment	Model	Unit Price (R\$)	Qty	Total Price (R\$)	Status
1996/8/15	Screen for OHP Tripod type	9165 IV-CHO39611	496.56	1	496.56	A
1996/8/15	Screen+B52 for OHP Tripod type	9165 IV-CHO39611	496.56	2	993.12	A
1997/1/28	Acoustic box Wharfedale Modus Thee(par)		487.00	1	487.00	B
1997/1/30	Tape Deck Pioneer	CT-W505R	480.00	1	480.00	B
1997/1/30	Amplifier Pioneer	A-405	530.00	1	530.00	B
1997/1/30	MiniSystem Aiwa	MKII 2200W	993.00	1	993.00	A
1997/2/4	Portable Projector	INFOCUS	15,570.00	1	15,570.00	A
1997/3/7	Sound Recorder and Reproducer	N50 W218	273.14	1	273.14	B
1997/3/7	CD Reproducer	NXL.V2848K	223.06	1	223.06	B
1997/3/7	Radio Receptor AM/FM		455.41	1	455.41	B
1997/3/7	Lens 14x7	NA14X10BLM12U	2,669.06	1	2,669.06	B
					56,949.85	
3 Equipment for Seminar Rooms						
1997/3/7	Electronic Display 1.5	NNFP115U	740.25	1	740.25	B
1997/3/7	Case for transporting and carrying appliances	NCB.P27U	1,146.86	1	1,146.86	B
1997/3/7	VideoType with formate S-VHS	NBR.5422U	6,568.38	1	6,568.38	A
1997/3/7	Adaptor air charger	NAA610U	896.64	1	896.64	B
1997/3/7	Rechargeable batteries (8 batteries)	NNB.61U	2,001.76	8	16,014.08	B
1997/3/10	Over Head Projector 3M + Light bulbs	9700 FXL	1,705.30	1	1,705.30	B
1997/3/12	Projection Scream Lite 244x244m		1,220.00	1	1,220.00	A
1997/3/14	Audio control device	JVC NMI-F30U	3,255.81	1	3,255.81	A
1997/3/14	Stereo Microphone	NMV-P612U	680.16	1	680.16	A
1997/3/18	Quincunx w/2 gates	WD-5	2,317.00	1	2,317.00	B
1997/3/18	Quincunx w/3 gates	WD-7	2,935.00	1	2,935.00	B
1997/3/18	Sampling Bowl	SBL 2000	1,390.00	1	1,390.00	B
1997/3/18	Small Sampling Box	SB-5	587.00	1	587.00	B
1997/3/18	Large Sampling Box	SB-6	834.00	1	834.00	B
1997/3/18	Chipbox w/ SQC Text	SCB-7	772.00	1	772.00	B
1997/3/18	Catapult Experiment	CAT-100	911.00	1	911.00	B
					41,973.48	
4 Equipment for Meeting Rooms						
1995/9/19	Air conditioning Prosdocimo	12000R 220V-B	636.00	1	636.00	A
1995/10/3	Air conditioning Prosdocimo	12000R 220V-B	636.00	1	636.00	A
1996/1/29	Air conditioning Prosdocimo	12000R 220V-B	670.00	1	670.00	A
1996/12/9	Eletr. board w copy machine, Pedestal(PANASONIC Panab, KX-B520		3,400.00	1	3,400.00	A
1997/1/23	Electronic Board with copy machine and Pedestal		3,400.00	1	3,400.00	A
					8,742.00	
5 Equipment (Software)						
1996/2/6	MS-DOS e Windows 3.11		169.00	23	3,887.00	A
1996/2/6	Office Standard 4.2		623.00	2	1,246.00	A
1996/2/6	Office Standard 4.2 (Licenca de uso)		528.00	10	5,280.00	A
1996/2/6	Office Professional 4.3		777.00	2	1,554.00	A
1996/2/6	Office Professional 4.3 (Licenca de uso)		557.00	10	5,570.00	A
1996/2/6	Project 4.0		537.00	1	537.00	A
1996/2/6	Project 4.0 (Licenca de uso)		484.00	3	1,452.00	A
1996/2/6	Corel Draw Ventura		730.00	1	730.00	A
1996/2/6	Visual Basic for Windows 3.0		658.00	1	658.00	B
1996/2/8	Novell Netware para 50 usuários		5,598.00	1	5,598.00	A
1996/2/13	Anti Virus Inoculam para 50 usuários		550.00	1	550.00	B
1996/3/20	Novell Groupwise 4.1 para 35 usuários		2,928.00	1	2,928.00	A
1996/3/25	Almanaque Abril		89.00	1	89.00	A
1996/3/25	Webster's Enciclopédia		70.00	1	70.00	A
1996/3/25	Atlas Universal		78.00	1	78.00	A
1996/3/25	Enciclopédia Encarta 96		60.00	1	60.00	A
1996/3/25	Dicionário Michaelis		99.00	1	99.00	A
1996/3/25	Dicionário Aurélio		199.00	1	199.00	A
1996/3/25	Estoque for Windows		70.00	1	70.00	B
1996/12/10	Office Professional 95		590.00	1	590.00	A
1996/12/10	Office Professional 95 (Licenca de uso)		6,480.00	12	77,760.00	A
1996/12/10	Publisher 3.0		85.00	1	85.00	A
1996/12/10	Corel Draw 6.0 CD		670.00	1	670.00	A
1996/12/16	Promodel		7455.84	1	7,455.84	A

ANNEX 14 (3)

Date	Name of Equipment	Model	Unit Price (R\$)	Q'ty	Total Price (R\$)	Status
1997/1/27	QFD/Capture		2,575.00	1	2,575.00	A
1997/1/27	STATISTIC 5.1 W+QUALITY CONTROL		4,739.00	1	4,739.00	A
1997/1/27	PFTP Versao 1.1 (Portugues)		381.00	1	381.00	A
1997/1/27	Quick Statistic		1,928.00	1	1,928.00	A
1997/2/2	Tarifador Sumus		1,440.00	1	1,440.00	A
1997/2/27	AllClear para 50 usuários		1,240.00	1	1,240.00	A
1997/3/31	Norton AntiVirus for Windows 95		94.00	1	94.00	A
1997/3/31	Norton AntiVirus for Windows 95 (Licença de Uso)		39.94	49	1,957.06	A
1997/3/31	Norton AntiVirus for Windows NT		80.62	2	161.24	A
1997/3/31	Dicionário Aurélio (Server)		65.00	1	65.00	A
1997/3/31	Dicionário Aurélio (Licença de Uso)		55.00	20	1,100.00	A
					132,896.14	
6 Materials for Library						
1996/9/24	The Books and Videos				3,968,715 Yen	A
7 Vehicle						
1996/1/5	Microbus KIA BESTA	2,700cc Diesel, 12 ps	30141.30	1	30141.30	A
					TOTAL (R\$) 659,364.28 + (YEN) 3968.715	

Note: Status A = Good condition
 B = Need minor repair
 C = Need replacement or major repair

ANNEX 15 (1)

Machinery and Equipment Provided by the Brazilian side

Date	Equipment	Value R\$
18/09/1995	Calculator Sharp model CS2631.	170.00
22/11/1995	Air Conditioning Prosdocimo 12000R 220V-B.	641.94
22/11/1995	Air Conditioning Prosdocimo 12000R 220V.	641.94
29/01/1996	Electric drill Hobby Bosch.	80.00
15/12/1995	Mobi Alfa Advisor.	255.00
19/07/1996	Heater Saara Mallory 110 Volts.	47.70
19/07/1996	Heater Saara Mallory 110 Volts.	47.70
19/07/1996	Heater Saara Mallory 110 Volts.	47.70
11/06/1997	Mini-recorder Panasonic c/fitas.	78.50
09/07/1997	Fan Arno	42.00
09/10/1995	Binding device Delta mod.0895171.	550.00
09/10/1995	Guillotine - 40cm.	110.00
03/01/1995	Printer HP 560C Deskjet serie US49511OQN	750.00
11/01/1995	Micro 486 DX2 66MHZ serie 95017441 (LBE)	3,179.30
11/09/1995	Telephone system KS KX-T7235 Console DSS KX-T7240	994.00
11/09/1995	Telephone system KS KX-T7230 liquid crystal display	510.00
11/09/1995	Telephone system KS KX-T7230 liquid crystal display	510.00
11/09/1995	Telephone system KS KX-T7230 liquid crystal display	510.00
11/09/1995	Telephone system KS KX-T7230 liquid crystal display	510.00
11/09/1995	KS-T3960 wireless telephone	296.00
11/09/1995	Telephone system KS-T2315 simple device.	98.00
11/09/1995	Telephone system KS-T2315 simple device.	98.00
11/09/1995	Telephone system KS-T2315 simple device.	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device.	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device.	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device.	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00

ANNEX 15 (2)

Date	Equipment	Value R\$
11/09/1995	Telephone system KS-T2315 simple device.	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
11/09/1995	Telephone system KS-T2315 simple device	98.00
27/11/1995	Drinking fountain Tecnigel 20 litres	287.00
11/09/1995	Central digital Telephone System Panasonic capac	7,100.00
03/10/1995	Air conditioning Prosdocimo 12000F 220V	636.00
11/09/1995	Fax Simile model KXF500 Panasonic.	630.00
16/09/1995	Microwave Prosdocimo MP700 110V.	312.20
04/03/1996	Drinking fountain Climaterme ICL 20 litres 110 volts.	288.00
16/12/1994	Coffee Pot Arno 18 cups	56.00
22/11/1995	Coffee Pot Wallita SF24 RI64/3BRCO 110V.	90.00
16/02/1996	Calulator HP10 Business.	66.60
19/04/1996	Air conditioning Prosdocimo 12000R 220V-B	596.93
05/12/1995	Fax Simile model KXF750 Panasonic.	700.00
28/11/1995	Electric typewriter Brother GX6750 cod.	230.00
28/11/1995	Electric typewriter Brother GX67509 cod.	230.00
15/09/1995	Fridge Prosdocimo R26 110V.branco cod.11261	314.25
12/09/1995	Color TV 33 pol.CR-Sanyo C33LJ138.	1,297.47
12/09/1995	VCR 4H Sanyo VHR-9401BR.	354.66
19/03/1997	Air conditioning Prosdocimo 12000R 220V	724.97
24/03/1997	Air Dryier Desidrat 1 110 Volts.	385.00
20/05/1997	Air Dryier Desidrat 1 110 Volts.	385.00
26/09/1996	Air Dryier Desidrat 1 110 Volts.	385.00
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
06/06/1997	Heater Saara Mallory 110 Volts.	47.70
16/01/1998	Coffee Pot Arno mod.024435-0	68.00
16/01/1998	Vacuum Cleaner Eletrolux mod.A300	139.00
29/01/1998	Air conditioning 12000BTU	700.05
29/01/1998	Air conditioning 12000BTU	700.05
29/01/1998	Air conditioning 12000BTU	700.05
29/01/1998	Air conditioning 7500BTU	447.29

ANNEX 15 (3)

Date	Equipment	Value R\$
29/01/1998	Air conditioning 10000BTU	596.21
29/01/1998	Air conditioning 10000BTU	596.21
29/01/1998	Air conditioning 10000BTU	596.21
29/01/1998	Air conditioning 10000BTU	596.21
29/01/1998	Air conditioning 10000BTU	596.21
29/01/1998	Air conditioning 10000BTU	596.21
29/01/1998	Air conditioning 10000BTU	596.21
29/01/1998	Air conditioning 15000BTU	774.75
29/01/1998	Air conditioning 15000BTU	774.75
29/01/1998	Air conditioning 15000BTU	774.75
31/03/1998	Cellular phone Startac 6000 serie EDOFC85C	499.00
28/02/1998	Air conditioning 18000BTU B93	888.54
19/01/1996	Stapler Rapid-9 Staples 9A 14mm-100Fis.	88.34
29/12/1995	Board (white) with alluminium frame B24120x230cm.	121.74
08/01/1995	Screen 130x175cm LR4 cod.393004.	126.64
14/02/1996	Printer Epson FX-1170 serie C-095001	679.00
22/11/1995	Ink-jet printer HP-660C Color	850.00
22/11/1995	Ink-jet printer HP-660C Color	850.00
22/11/1995	Ink-jet printer HP-660C Color	850.00
22/11/1995	Ink-jet printer HP-660C Color	850.00
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000	2,961.89
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000	2,961.89
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000	2,961.89
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000	2,961.89
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000	2,961.89
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000	2,961.89
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000	2,961.89
02/10/1995	Notebook Compaq Contura A410CX(486DX250)350	7,340.00
07/04/1997	Printer Epson FX-1170	650.00
31/07/1998	Vehicle GM Vectra 2.2 year 98	30,500.00
1995-1998	Furniture (more than 420 pieces)	131,111.48
1996-1998	Books	11,222.63
Total		246,490.92

Plan of Operations for Quality Control and Management

Activities	In charge	1998				1999				2000	Person in Charge Brazilian side	Person in Charge Japanese side
		FY1998				FY1999				FY2000		
		1T	2T	3T	4T	1T	2T	3T	4T	1T		
1. Knowledge Transfer	1) Box making	Expert	—								Tiemi	Nagasawa
	2) QC Quize	Expert		—							Willy, Gerson	Nagasawa
	3) QCOV lecture	Expert		—		—					Willy, Rosana, Shuji	Nagasawa
	4) LNP lecture	Expert				—					Willy, Gerson, Rosana, Shuji	Nagasawa /STE
	5) KSS lecture	Expert			—						Willy, Gerson, Rosana, Shuji	Nagasawa
	6) Robot making	Expert						—			Willy, Cleila	Nagasawa
	7) Communi. game	Expert							—		Willy, Cleila	Nagasawa
	8) Transmis. game	Expert							—		Willy, Cleila	Nagasawa
2. OJT	1) QCOV											
	1 To assign OJT site	IBQP					—		—		Torres, Willy	
	2 To implement	IBQP*						—	—		Willy, Rosana, Shuji	Nagasawa
	2) LNP											
	1 To assign OJT site	IBQP						—			Torres, Willy	
	2 To implement	IBQP*							—		Willy, Gerson, Rosana, Shuji	Nagasawa
	3) PST											
	1 To assign OJT site	IBQP		—					—		Torres, Willy	
	2 To implement	IBQP*		—	—				—		Shuji, Gerson, Rosana, Willy	Nagasawa
	4) KSS											
	1 To assign OJT site	IBQP							—		Torres, Willy	
	2 To implement	IBQP*							—		Shuji, Gerson, Rosana, Willy	Nagasawa
	5) TQM											
	1 To assign OJT site	IBQP							—		Torres, Willy	
2 To implement	IBQP*							—		Shuji, Gerson, Rosana, Willy	Nagasawa	
6) SGA												
1 To assign OJT site	IBQP			—						Torres, Willy		
2 To implement	IBQP*			—	—			—		Shuji, Gerson, Rosana, Willy	Nagasawa	
7) GAE-MC												
1 To assign OJT site	IBQP	follow MC						—		Torres, Willy		
2 To implement	IBQP*	follow MC						—		Willy, Gerson, Rosana, Shuji	Nagasawa	
3. Manual making	1) QCOV	Both									Shuji, Rosana, Willy	Nagasawa
	2) LNP	Both							—		Shuji, Gerson, Rosana, Willy	Nagasawa

Abbrev.: QCOV(QC over view), LNP(launchng New Product), KSS(Kaizen Suggestion System), PST(Problem Solving Technique), TQM(Total Quality Management), SGA(Small Group Activity)

(LEGEND) IBQP= Implemented by IBQP, IBQP*= implemented by IBQP with advice by the Japanese experts

BOTH= implemented by both implemented by both Brazilian and Japanese sides

Experts= implemented by Japanese experts, STE= Short Term Expert needed

— Result

— Plan

Plan of Operations for Production Management and Related Techniques

Activities	In charge	1998				1999				2000				Person in charge Brazilian side	Person in charge Japanese side
		FY1998				FY1999				FY2000					
		1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T		
1. Knowledge Transfer	1) Basic Training for new member	IBQP*												Willy, Gislene, Simone, Piva	Mitsumori
	2) Management Strategy & Management System	Expert													STE
	3) Marketing & Sales	Expert													STE
	4) Management Information System	Expert													STE
2. OJT	1) Basic Practice of MC-1st Companies	IBQP*	—											IBQP*	Mitsumori/STE
	2) Basic Practice of MC-2nd Company	IBQP*		—										IBQP*	STE/Mitsumori
	3) Management Consulting														
	1. To negotiate with client company													Torres	Mitsumori
	1.1 To contact and start negotiation	IBQP*													
	1.2 To present IBQP proposal	IBQP*													
	1.3 To sign agreement	IBQP													
	2. Diagnosis														
	2.1 First stage diagnosis	IBQP*												*Group	Mitsumori
	.To carry out diagnosis overall view point	BOTH													
	.To present results of the first stage diagnosis (to top management)	BOTH													
	.To establish the plan or direction for second stage diagnosis	BOTH													
	2.2 Second stage diagnosis														
	.To make detail investigation	BOTH													
	.To provide countermeasures	BOTH													
	.To present Action Plan or final recommendation (to top management)	BOTH													
3. To do / Implementation	BOTH													*Group	Mitsumori
4. Check or Action	BOTH													*Group	Mitsumori
5. Finalize	BOTH													*Group	Mitsumori
4) Consulting Activity - 2 ^a Company															
1. To negotiate with client company	IBQP*													Torres	Mitsumori
1.1 To contact and start negotiation	IBQP*														
1.2 To present IBQP proposal	IBQP*														
To sign agreement	IBQP*														
2. Diagnosis															

Activities	In charge	1998				1999				2000	Person in charge Brazilian side	Person in charge Japanese side
		FY1998				FY1999				FY2000		
		1T	2T	3T	4T	1T	2T	3T	4T	1T		
2.1 First stage diagnosis	BOTH										*Group	Mitsumori
.To carry out diagnosis overall view point	BOTH											
.To present results of the first stage diagnosis (to top management)	BOTH											
.To establish the plan or direction for second stage diagnosis	BOTH											
2.2 Second stage diagnosis	BOTH										*Group	Mitsumori
.To make detail investigation	BOTH											
.To provide countermeasures	BOTH											
.To present Action Plan or final recommendation (to top management)	BOTH											
3. To do / Implementation	IBQP*										*Group	Mitsumori
4. Check or Action	IBQP*										*Group	Mitsumori
5. Finalize	IBQP*										*Group	Mitsumori
5) Consulting Activity - 3 ^a Company												
1. To negotiate with client company	IBQP*										Torres	Mitsumori
1.1 To contact and start negotiation	IBQP*											
1.2 To present IBQP proposal	IBQP*											
1.3 To sign agreement	IBQP											
2. Diagnosis												
2.1 First stage diagnosis											*Group	Mitsumori
.To carry out diagnosis overall view point	BOTH											
.To present results of the first stage diagnosis (to top management)	BOTH											
.To establish the plan or direction for second stage diagnosis	BOTH											
2.2 Second stage diagnosis											*Group	Mitsumori
.To make detail investigation	BOTH											
.To provide countermeasures	BOTH											
.To present Action Plan or final recommendation (to top management)	BOTH											
3. To do / Implementation	IBQP*										*Group	Mitsumori
4. Check or Action	IBQP*										*Group	Mitsumori
5. Finalize	IBQP*										*Group	Mitsumori
6) Consulting Activity - 4 ^a Company												
1. To negotiate with client company	IBQP*										Torres	Mitsumori
1.1 To contact and start negotiation	IBQP*											
1.2 To present IBQP proposal	IBQP*											
1.3 To sign agreement.	IBQP											

Activities	In charge	1998			1999			2000		Person in charge Brazilian side	Person in charge Japanese side		
		FY1998			FY1999			FY2000					
		1T	2T	3T	4T	1T	2T	3T	4T			1T	
2. Diagnosis 2.1 First stage diagnosis .To carry out diagnosis overall view point .To present results of the first stage diagnosis (to top management) .To establish the plan or direction for second stage diagnosis 2.2 Second stage diagnosis .To make detail investigation .To provide countermeasures .To present Action Plan or final recommendation (to top management) 3. To do / Implementation 4. Check or Action 5. Finalize	BOTH										*Group	Mitsumori	
	BOTH												
	BOTH												
	BOTH												
	BOTH												
	IBQP*											STE	
	IBQP*											STE	
	IBQP*											STE	
3. Proposal Making	1. IBQP-PR Consulting Model (First Version)	Both											Mitsumori
	2. Establishment of IBQP's MC Methodology	Both										Willy	Mitsumori
4.Provision of Information	1. Feasibility study for MC activity												
	2. Administration of Management Consulting												

*Group consists of Willy, Piva and Simone

Plan of Operations for Human Resource Development and Industrial Relations (Promotion)

	Items and Activities	In charge	1998				1999				2000	Person in charge Brazilian side	Person in charge Japanese side
			FY 1998				FY1999				FY2000		
			1T	2T	3T	4T	1T	2T	3T	4T	1T		
1 Knowledge Transfer	1) Introduction to Productivity Promotion	Expert			█							Adalberto/Pires	Wada
	2) Promotion of Labor Management	Expert			█							Adalberto/Pires	Wada
	3) Customer Satisfaction Management	Expert							█			*PM group	STE
	4) Corporate Identify Movement,Deployment of Corporate Governance	Expert								█		*PM group	STE
2 OJT	1) Planning and Implementation of Promotion seminar												
	1 P'ty seminar (Latin American)	BOTH										Ney / Pires	Wada
	1 Internal preparation												
	2 Implementation												
	2 P'ty seminar IPSIX (Conclusion Ceremony)	BOTH										Ney / Pires / Simone	Wada
	1 Internal preparation												
	2 Implementation											Walter	
	3 P'ty Top management seminar	BOTH										Ney / Pires	Wada
	1 Internal preparation												
	2 Implementation												
	4 P'ty Labor-Top management seminar	BOTH										Ney / Pires	Wada
	1 Internal preparation												
	2 Implementation											Walter	
	5 Opening Ceremony of New Building	BOTH										Pires	
1 Internal preparation											Walter		
2 Implementation													
6 Cases seminar (TA)	BOTH										Ney / Willy	Wada	
7 Indicators seminar (R&D)	BOTH										Ney/Gislene	Wada	
8 Training seminar (KM)	BOTH										Ney / Tiemi	Wada	
9 International seminar	BOTH										Ney / Pires/ Monteiro	Wada	
2) Associate member service (IBQP Club)													
1 Planning to define the service	IBQP*											Ney / Pires	Wada
2 Implementation	IBQP*											Simone/ Walter	

	Items and Activities	In charge	1998		1999				2000	Person in charge Brazilian side	Person in charge Japanese side	
			FY 1998		FY 1999				FY 2000			
			1T	2T	3T	4T	1T	2T	3T			4T
3) Liaison Committees	1 Internal preparation	BOTH IBQP*			_____					Ney / Pires Walter Adalberto Pires Walter Pires Walter Adalberto Ney / Pires	Wada	
	2 External discussion						_____					
	1 Academy					_____		_____				
	2 Government					_____		_____				
	3 Labor Unions					_____		_____				
	4 Employers					_____		_____				
	5 Consumers					_____		_____				
	6 NGO's				_____		_____					
	3 Declaration	BOTH						_____				
	4) Development of Liaison Committes' Results	1 Specific theme regarding 02 or 03 organizations	BOTH					_____	_____		Ney / Walter	Wada
2 Thematic Group		BOTH					_____	_____		Adalberto/ Walter	Wada	
3 Sectorial Approach (PBQP)		BOTH						_____	_____	Ney / Pires	Wada	
7) Planing and managing the marketing tools development for promotion												
4) Provision of information	1 P'ty booklet	IBQP*	_____								Pires/Marília	Wada
	2 Audio & Video materials	IBQP*	_____								Marília/Walter	Wada
	3 Web pages	IBQP*				_____					Marília / Pires	Wada
	4 P'ty Passport /Folder	IBQP*		_____							Pires/Simone	Wada
	5 Periodical	IBQP*				_____					Marília	Wada
	6 TV programs	IBQP*				_____					Marília	Wada
	7 News on IBQP	IBQP*				_____					Marília	Wada
	8 Successful cases	IBQP*				_____					Marília	Wada
	9 Indicator book	IBQP*					_____				Marília	Wada
4 Provision of information	1) Cases of JPC-SED businesses											
	2) Cases of promotion activities of JPC-SED											
	3) Activities and business examples of other NPOs											
	4) Promotion of Labor-Management Joint Cooperation (with the Japanese references											

* PM Group consists of Pires, Ney, Walter, Adalberto and Marília.

Plan of Operations for Human Resource Development and Industrial Relations (HRD)

Activities		In charge	1998				1999				2000	Person in charge Brazilian side	Person in charge Japanese side
			FY1998				FY1999				FY2000		
			1T	2T	3T	4T	1T	2T	3T	4T	1T		
1. Knowledge Transfer	1) Leveling Knowledge 1 Internal mini courses To set the program	BOTH		█								Tiemi, Gislene Ney, Willy, Walter	Takizawa
	2 To make participants choose the subjects according their interest	IBQP		█								José Roberto	
	3 To define the number of participants	IBQP			█							Tiemi, J. Robert	
	4 To establish the program contents date, time and instructors	IBQP			█							Tiemi, Gislene Ney, Willy, Walter	
	5 Communicate the program schedule	IBQP			█							Tiemi, J. Robert	
	6 Execution	IBQP*			█							Tiemi, Gislene, Ney, Willy, Walter, Marília	
	7 Evaluation	BOTH				█						Tiemi, Gislene, Ney, Willy, J. Roberto, Walt	
2) Box Making			█									Tiemi, Gênia,	Nagasawa
2. OJT	1) PROCAP Project Development 1 To make the whole framework	BOTH	█	█	█							Tiemi, Adalb. Marina, Karam	Takizawa
	2 To implement PROCAP Pilot	BOTH	█	█	█							Tiemi, Alberto	Takizawa
	2) PROCAP I Seminar to promote PROCAP II and PROCAP III 1 To define the attendants (government, entrepreneurs, academy, labor, consumer segments strategic people)	IBQP			█							Director, Coordinators, Managers	

Activities	In charge	1998				1999				2000	Person in charge	Person in charge	
		FY1998				FY1999				FY2000			
		1T	2T	3T	4T	1T	2T	3T	4T	1T	Brazilian side	Japanese side	
2	To define the partners and location	IBQP				—						Director	
3	To structure the program contents	BOTH				—						Tiemi, Alberto Maria José, Coordinators	Takizawa
4	To elaborate the marketing strategy	IBQP				—						Tiemi, Marilia, Maria José, Simone	
5	To elaborate the material (folders, material for Presentation, booklet, evaluation form, etc)	IBQP*				—						Tiemi, Alberto	
6	Formal invitation	IBQP				—						Director, M. José	
7	Execution	IBQP					▽	▽	▽			Tiemi, Alberto	Takizawa
8	Evaluation and review for next PROCAP	BOTH										Tiemi, Alberto Maria José Director	Takizawa
3)	PROCAP II Short Course for Middle Management regarding IBQP's Productivity Model 8 to 16 hours)												
1	Course Program (modules, timetable, instructors, rules and standards, etc.)	IBQP*				—						Tiemi, Alberto Maria José, Coordinators	Takizawa
2	Material Elaboration	IBQP			—							Tiemi, Alberto Ana Paula, Coordinators	
3	Evaluation and Selection (registration forms)	IBQP*				—						M. José, Tiemi Director	
4	To inform the results	IBQP				—						Alberto, M. José	
5	Execution	IBQP					▽	▽	▽	▽		Tiemi, Alberto	
6	Evaluation and review for next PROCAP II	BOTH										Tiemi, Alberto M. José,	

Activities	In charge	1998				1999				2000	Person in charge Brazilian side	Person in charge Japanese side
		FY1998				FY1999				FY2000		
		1T	2T	3T	4T	1T	2T	3T	4T	1T		
4) PROCAP III Long Course for Middle Management and supervisors, technicians and consultants regarding IBPQ's Productivity Model 40 to 60 hours)												
1 Course Program (modules, timetable, instructors, rules and standards, etc.)	IBQP*				_____						Tiemi, Alberto Coordinators	Takizawa
2 Material Elaboration	IBQP				_____						Tiemi, Alberto Coordinators	
3 Evaluation and Selection (registration forms)	IBQP*				_____						*KM group	
4 To inform the results	IBQP				_____	▽▽	▽	▽		▽▽	Alberto, M. José	
5 Execution	IBQP				_____	_____	_____	_____	_____	_____	Tiemi, Alberto	
6 Evaluation and review for next PROCAP III	BOTH				_____	_____	_____	_____	_____	_____	*KM group	
5) Training courses for middle managers (problem solving and decision making)												
1 To design a whole framework of a course	BOTH				_____						Tiemi	Takizawa
2 Material Elaboration	BOTH				_____						Tiemi, J. Roberto Alberto, Ana P. Coordinators	
3 To define the instructors	IBQP				_____						Tiemi, M. José Director	
4 To define the rules for course management and train the people in that charge	BOTH				_____						Tiemi, J. Roberto	Takizawa
5 To open promotional seminar	IBQP*				_____						Tiemi, Alberto Maria José	
6 Execution (using the training system)	IBQP*				_____	_____	_____	_____	_____	_____	Tiemi, Alberto J. Roberto	
7 To evaluate the process and results and feedback for course renewal	BOTH				_____	_____	_____	_____	_____	_____	Tiemi, Alberto J. Roberto	Takizawa

Activities		In charge	1998				1999				2000	Person in charge	Person in charge
			FY1998				FY1999				FY2000		
			1T	2T	3T	4T	1T	2T	3T	4T	1T		
3. Proposal Making	1)	System for IBQP's training courses establishment											
	1	To design the need survey										Tiemi,M.José	Takizawa
	2	To establish the structure of IBQP's training course (rules, procedures, etc)										Tiemi,M.José	Takizawa

*KM group consists of Maria Jose, Tiemi, Alberto, Jose Roberto and Ana Paula.

ANNEX 16-5

Dep. In Charge: Research and Development

Plan of Operations for Measurement and Analysis of Quality and Productivity

Activities	1998				1999				2000	Person in charge Brazilian side	Person in charge Japanese side	
	In charge FY1998				FY1999				FY2000			
	1T	2T	3T	4T	1T	2T	3T	4T	1T			
4. Provision of Information	1	Improvement of the Systemic Productivity - Second Version										
	2	Innovation research for new concepts, methods and techniques concerning Productivity to reach Social and Economic Development										
	3					—	*1				Gislene	STE
	4					—	*1	—			Gislene	STE

*1 The same STE will be in charge.

ANNEX 17-1

Tentative Schedule of Implementation for the Project

CALENDAR YEAR	1994				1995				1996				1997				1998				1999				2000		
JAPANESE FISCAL YEAR	1993 IV	1994			1995				1996				1997				1998				1999				I		
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	
Term of Technical Cooperation																											
Japanese Side																											
1 Dispatch of Study Team																											
(1) Preliminary Study Team																											
(2) Expert Survey Team																											
(3) Implementation Study Team																											
(4) Consultation Team																											
(5) Management Consultation Team																											
(6) Advisory Team																											
2 Dispatch of Experts																											
(1) Long Term Experts																											
a) Chief Advisor																											
b) Coordinator																											
c) Quality Control & Management																											
d) Production Management and Related Techniques																											
e) Improvement at Work Place (KAIZEN)																											
f) Measurement and Analysis of Quality and Productivity																											
g) Human Resources Development and Industrial Relations																											
(2) Short Term Experts																											
a) Customer Satisfaction Management																											
b) Corporate Identity Movement /Deployment of Corporate Governance																											
c) Management Strategy & System /Marketing & Sales																											
d) Management Information System																											
e) Launching New Product																											
f) Productivity Indicator at Micro Level																											
g) Productivity Indicator at Semi & Macro																											
**1. Same STE will be in charge																											
3 Training of C/P in Japan																											
(1) Director Level Course																											
(2) C/P General Course																											
(Refer to Annex 13 up to term II of 1998)																											
4 Provision of Machinery and Equipment																											
Brazilian Side																											
1 Building and Facilities																											
2 Machinery and Equipment																											
3 Budgetary Allocation																											
4 Allocation of C/P & Staff																											

Note: The short-term experts for FY 1999 are on request basis and subject to change upon the appropriation of the budget as well as the recruitment of such experts.

ANNEX 17-2

*Plan of Machinery and Equipment Provided by the Japanese
Side for Japanese Fiscal Year 1998*

Auditorium Equipment

Item ^{*1}	Q'ty	Estimated Cost
Projector system	1 set	*2
Audio and Video Receiver	1	*2
Audio system	1 set	*2

*1: The contents of each item will be defined.

*2: The cost of each item will be estimated after the detail specification is clarified.

ANNEX 18


List of Attendants in the Meetings

The Japanese Side

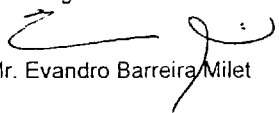
Ms. Kyoko Kuwajima	Team Leader	Director, 1st Technical Cooperation Division Mining and Industrial Dev. Coop. Dept. Japan International Cooperation Agency (JICA)
Mr. Naomichi Hirooka	Planning of Technical Cooperation	Director, International Affairs Dept. International Division Japan Productivity Center for Socio-Economic Development (JPC-SED)
Mr. Takeshi Fujita	Planning of Equipment and Training	Staff, International Affairs Dept. International Division Japan Productivity Center for Socio-Economic Development (JPC-SED)
Mr. Morihiro Kimura	Project Management	Staff, 1st Technical Cooperation Division Mining and Industrial Dev. Coop. Dept. Japan International Cooperation Agency (JICA)
Mr. Vicente Murakami		JICA Sao Paulo Office
Mr. Hirokazu Hase		Chief Advisor IBQP Project JICA
Ms. Wakako Koike		Administrative Coordinator IBQP Project JICA
Mr. Haruo Wada		Long-Term Expert IBQP Project JICA
Mr. Kunihiro Mitsumori		Long-Term Expert IBQP Project JICA
Mr. Shinnichi Takizawa		Long-Term Expert IBQP Project JICA
Mr. Shigeo Nagasawa		Long-Term Expert IBQP Project JICA

ANNEX 18

The Brazilian Side


Mr. Sérgio Marcos Prosdócimo

President of the Administrative Council
IBQP-PR


Mr. Evandro Barreira Milet

General Superintendent
IBQP-NA

Mr. Eugenio Tolstoy de Simone

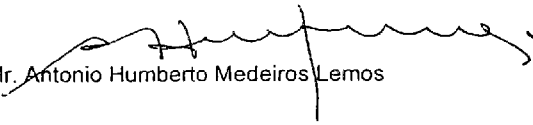
Technical Superintendent
IBQP-NA

Mr. José Carlos Toneto Pinto

President Advisor,
SEBRAE-PR

Ms. Mariza Graca Lima

Bilateral Coordinator
Brazilian Cooperation Agency (ABC/MRE)


Mr. Antonio Humberto Medeiros Lemos

General Coordinator of Quality and Productivity
Ministry of Industry, Commerce and Tourism

Mr. Hélio Gilberto Amaral

Director Superintendente
IBQP-PR

Mr. Fulgêncio Torres Viruel

Project Coordinator
IBQP-PR

Mr. João Trevisan

Administrative Manager
IBQP-PR

Mr. Sérgio Póvoa Pires

Manager, Dept. of Productivity Movement
IBQP-PR

Mr. Ney César Oliveira King

Technical Coordinator, Dept. of Productivity Movement
IBQP-PR

Mr. Willy Khede Cardoso

Manager, Dept. of Technology Application
IBQP-PR

Mr. Valter Piva

Technical Coordinator, Dept. of Technology Application
IBQP-PR

Mr. Luis Claudio Skrobot

Manager, Dept. of Research and Development
IBQP-PR

Ms. Gislene Regina Durski

Technical Coordinator, Dept. of Research and Development
IBQP-PR

Ms. Maria José Reis Pontoni

Manager, Dept. of Knowledge Management
IBQP-PR

Ms. Ana Tiemi K. Sugisawa

Technical Coordinator, Dept. of Knowledge Management
IBQP-PR

3

ブラジル生産性・品質向上プロジェクト
巡回指導調査団・MINUTES OF DISCUSSION
ANNEX 16-Plan Of Operations 注釈

1. 活動全体の In-charge について

- “Expert”…専門家が主体となって実施する活動
- “IBQP” …IBQP が主体となって実施する活動
- “IBQP*” …IBQP が主体となるが、専門家も協力することにより実施する活動
- “Both” …専門家と IBQP-PR が同等に関与し、実施する活動

2. Quality Control and Management(Genba Activity Enforcement)に関する OJT 項目について

- “QCOV” …Quality Control Over View QC 全体像
- “LNP” …Launching New Products 新製品開発技法
- “KSS” …KAIZEN Suggestion System 改善提案システム
- “PST” …Problem Solving Technique 問題解決技法
- “TQM” …Total Quality Management 総合的品質管理
- “SGA” …Small Group Activity 小集団活動
- “GAE-MC”…Genba Activity Enforcement-Management Consulting マネジメントコンサルティングの第 2 フェーズとしての現場改善診断活動

3. Production Management and Related Techniques(Management Consulting)における各企業実習実施に関する In-charge の違い・短期専門家の関与について

当該分野においては、4 回の企業実習を予定している。活動の主体については、実習企業選定は、4 回いずれも IBQP-PR が主体的に行い、専門家が助言する (“IBQP-PR*”)。実習の実施、評価については、1 回めは双方が同等に関与し実施する (“Both”) が、2 回目以降は IBQP-PR が主体的に実施するよう、変更していく (“IBQP-PR*”)。また、第 2 回企業診断は、マーケティング主体の企業診断が行えるよう企業を選定し、マーケティングに専門性が高いマネジメントコンサルタントを短期専門家として派遣することによって、知識移転、OJT 活動双方を指導することを予定している。

4. Human Resource Development and Industrial Relations(Promotion)に関する普及セミナー・各種委員会の違いについて

(普及セミナー)

1. Productivity Seminar …中南米生産性シボジウム (IPS へのステップとして)
2. Productivity Seminar IPS IX…2000 年の国際生産性シボジウム (4~5 日)
3. P'ty Top Management Seminar…経営者トップを対象とした生産性セミナー
4. P'ty Labor-Top Management Seminar…労組トップを対象とした生産性セミナー
5. Opening Ceremony for New Building…新ビル開所式 (終了)

6. Case Seminar…企業支援部門（TA）と協同による、企業支援活動の成果紹介とその普及のためのセミナー
7. Indicator Seminar…研究開発部門（R&D）と協同による、生産性指標紹介とその普及のためのセミナー
8. Training Seminar…知識管理部門（KM）と協同による、IBQP-PR 人材育成事業成果の紹介およびその普及のためのセミナー
9. International Seminar…他国から講師を招いた国際セミナー

（各種委員会等）

- 3) Liaison Committees…各セクター別連絡協議会
 - 4)-1 Specific theme regarding 2 or 3 Organization…3)で挙げられた政策課題をテーマとして、関連する2、3のセクターで横断的に実施する委員会
 - 4)-2 Thematic Group…3)で挙げられた政策課題につき、テーマ別に必要な委員を選定し、議論、調査、政策提言をうるための委員会
 - 4)-3 Sectorial Approach…3)で挙げられた政策課題に関連して、特定の産業分野等について、深く事業展開（調査研究、診断活動）を行う活動。企業支援部門（TA）との協同した活動が予定されている
5. Human Resource Development and Industrial Relations (HRD)の"PROCAP I"、"PROCAP II"、"PROCAP III"の違い・研修実施時期の機記について
- 1)"PROCAP I"… 企業の代表、労組幹部を対象とし、"PROCAP II"、"PROCAP III"を紹介するための短期間のセミナー（1日程度）
 - 2)"PROCAP II"…生産性の概念、経営者の役割等を紹介する8-16時間の短期セミナー
 - 3)"PROCAP III"…中間管理者、技術者、コンサルタントを対象に、生産性の概念、生産性測定、各階層の役割等、生産性ワシテターとして必要な知識、技法を移転する、40-60時間のセミナー

[団員報告]

技術協力計画

(1) 企業支援・現場改善活動(品質管理専門家が担当)

現在、市役所プロジェクトに関連した OJT 活動(学校建物メンテナンス、交通局)を活発に行っている。今後も引き続き、市役所プロジェクト、マネジメントコンサルティング活動の第 2 フェーズとしての現場改善 OJT 活動、および個別診断 OJT 活動を通して、QC 概要、新製品開発、改善提案制度、問題解決法に関して、CP が独自で講義、改善指導できるよう技術移転を行う。成果物としては、講義テキスト、改善活動マニュアル等が考えられる。

98 年度に新 CP が 3 名配属されたため、新人の育成、および OJT 活動を実施するための企業の確保が早急の課題である。新人育成は、98 年第 4 四半期に長期専門家と旧パーマネントカウンターパートが共同で実施すること、および訪日研修で習得することが予定されている。OJT 実施企業の選定、交渉、コンサルティング料の設定は、プロジェクト・コーディネータを長とし、各分野マネージャーで構成される委員会が担うことになっているが、相手企業の実情に併せた柔軟なコンサルティング料の設定、市役所等関係機関や会員企業など既存ネットワークの有効活用、等が必要であろう。

(2) 企業支援・マネジメントコンサルティング(生産管理専門家が担当)

最低限 4 回、マネジメントコンサルティングの企業実習を経験することにより、CP がマネジメントコンサルティングの総合診断、その後の個別診断を独自で行えるよう、技術移転を行う。コンサルティング活動については、最初から有料で実施することが前提になっているため、最初は専門家と CP が同程度関与するが、徐々に CP の関与する割合を増していく。また、4 回のうち、1 回は個別診断にマーケティングを中心とする企業を、1 回を IBQP-PR が重点産業と考える自動車部品製造企業を対象に OJT 活動を実施することを予定している。また、「IBQP-PR MC Diagnosis」(暫定版)を拡充し、第 3 企業終了時には、IBQP-PR のマネジメント・コンサルティングマニュアルを完成させる予定である。

財務管理に精通した CP を 98 年度に採用できたので、今後は、マーケティングに精通した新 CP の採用が期待される。また、現場改善活動と同様に、OJT 活動実施企業の確保への IBQP-PR 組織的な対応が必要と思われる。

(3) 人材育成・産業組織化(普及促進)

「IBQP-PR Club」(会員制度)会員に対するサービス内容やルールの決定(セミナー優待制度、教室利用制度等)や各種連絡協議会の立ち上げ、連絡協議会での議論を下にしたテーマ別委員会等の立ち上げなど、IBQP-PR 普及促進の基盤づくりが大きな活動である。また、CP 育成に関しては、生産性運動の普及するためのセミナー活動の実施、各種生産性連絡協議会やテーマ別委員会等の実施運営、PR 教材開発

一活動の実施、各種生産性連絡協議会やテーマ別委員会等の実施運営、PR 教材開発が独自に実施できるよう、技術移転を行っていく。また、セミナー実施、教材開発等、当分野の活動は他分野との連携が不可欠なため、他分野で着実な成果を上げていけば、普及促進が効果的に進められる。

また、生産性運動の普及促進セミナーの大きな柱が、2000年5月に開催が予定されている「国際生産性シンポジウム」である。ちょうどプロジェクトの終了時点と重なるため、プロジェクトの成果を整理し、ブラジル国内や全世界の生産性機関にアピールする貴重な機会と考えられる。

連絡協議会の設置等により、各層を組織化する上で、大きな課題といえるのは、左翼志向の強いブラジル労働組合をいかに活動に参加するよう働きかけられるかである。今回のミッションにおいて、IBQP-PR 所長より、IBQP-PR 内に「労使関係」部門を設置し、今後本格的に労働関係団体を組織化していく方針が示された。

ミッションからは、短期専門家（1名またはチーム）を派遣し、ブラジルの労働組合の実情を整理し、生産性の概念や労使協力などにブラジルの労働組合がどのような意識をもっているかを調査し、IBQP-PR が実施できる労使関係活動、運営体制について指導、提言を行うことを提案し、IBQP-PR からも同意を得た。

(4) 人材育成・産業組織化（人材育成）

1998年11月末に実施した「生産性E-ジェント養成講座」をパイロットケースとして、1、2日程度の短期コース「PROCAP II」（4回）、1週間程度の長期コース「PROCAP III」（6回）、および「PROCAP II」「PROCAP III」をPRするための「PROCAP I」（3回）を実施する。実施に関しては、他州協力機関と協力し、パラナ州外でも実施することを考えている。また、中間管理者層を対象にした研修を開発、実施する予定である。CP 育成に関しては、上述コースを独自に企画、運営できるよう技術移転を行う。各研修コースのテキストやAV教材、企画・運営マニュアルが成果物と考えられる。

今後、ブラジルにあった研修コースをいかに開発できるか、参加者がいかに確保できるかが課題と思われる。そのため、既の実施している教育ニーズ調査を継続的に行い、ブラジル企業の人材育成ニーズ、中間管理職育成項目の把握すること、およびコース終了後の研修評価による研修内容の見直しを随時行うことをシステム化すること等が必要であると思われる。

(5) 生産性測定

1998年4月で長期専門家による技術指導が終了した。今後は、IBQP-PR がどのようなマクロ、ミクロ生産性指標を構築するか、組織としての決定する上で必要な情報を短期専門家を中心に提供していく活動となる。マクロ、ミクロ生産性指標の発行物が成果物と考えられる。

機材・研修計画

(1) 機材供与計画

IBQP-PR より、1998年12月に完成した新ビルの大会議室へのAV機材供与が要請された。調査団において、IBQP-PR 担当者からのヒアリング、大会議室の見学、IBQP-PR と同様に産業界への人材育成、情報提供を行っている SEBRAE-PR ホールの見学および設備担当者からのヒアリング等を行い、IBQP-PR が要請する、
プロジェクト機材の供与、および同時通訳システム等、の必要性について調査を実施した。

その結果、ブラジルにおいて、

IBQP-PR の生産性運動を普及促進するため、あるいは人材育成、情報提供事業を活発に行うことにより、IBQP-PR が社会各層に認知されるためには、これらの機材供与が必要と認められたため、機材供与を行うことで日伯双方が同意した。調達方法等詳細については、実務者レベルで調整し、1998年度内に機材供与を完了する予定である。

(2) 研修計画

旧パーマネントカウンターパートはすべて訪日研修を終了した。1997年3月以降、採用されたCPのうち、98年度国別特設研修（1999年1月末より約1ヶ月）に7名が参加する予定である。特設研修では、①日本における生産性運動の展開、②日本企業の経営の特徴、③日本企業における品質・生産性向上の理論と実践、④生産性推進機関の役割とJPC-SEDの事業概要、⑤ブラジル社会への適応方法の検討、を研修項目としている。とくに、今後、IBQP-PR の活動がOJT 中心となるため、市役所における品質管理サークル活動や、自動車関連産業での生産性向上活動、労働組合の労使協力と経営参加への考え方といった、IBQP-PR の実務に役立つ事例をもとに、知識移転を実施する予定である。また、99年3月には、プロジェクト・コーディネータに就任したトレス氏を2週間招聘し、①日本における生産性運動の展開、②JPC-SED の各部門の事業概要、③生産性機関としての組織運営、④日本企業における生産性向上活動の実践、等を研修項目にCP研修を実施する。

また、1999年度には、10月に新任技術部長、2000年1月に3名のCPを招聘し、研修を実施する予定である。

4 パラナ州労働局長との面談録および労組代表者との面談録

パラナ州労働局長表敬訪問

12月16日(水) 15:00—16:00

・ 労働局長表敬

出席者： ペドロG. マルチネスパラナ州労働局長

PICA サンパウロ事務所村上職員

廣岡直道 団員 (社会経済生産性本部国際部長)

長谷紘和プロジェクトリーダー

和田晴夫 専門家

Mr. Ney C. King 生産性運動グループテクニカルコーディネーター (CP)

廣岡団員より訪問目的、戦後日本の労使協力による生産性向上の経験及び社会経済生産性本部の活動の基礎理念、三原則の説明、Mr. Ney C. Kingより本プロジェクトの概要説明の後質疑応答。

現在の労働行政に関連し ①労働法の改正 ②労働者(労働組合)と使用者(経営者)との関係についての議論が中心であった。以下局長の発言要旨。

パラナ州では他州とは違って雇用関係と社会福祉関係を分けている。労働局では雇用と労働を担当し社会福祉は別に扱われている。

連邦政府の政策では労働関係・失業対策に新アプローチをとっている。州では連邦労働省と協定を結び市、州、連邦ベースに、労働者、企業、政府公共機関からなる労働協議委員会を設けるもので、労働者支援基金等を基に実施される。パラナ州には事務局が120ヶ所、主要都市に地域事務所が17ヶ所、市町村レベルで399ヶ所設置、279ヶ所は労働省、労働局の代表が参加している。また職業紹介のため全企業をカバーした雇用情報データを持ち、雇用仲介を行い、更に雇用条件に満たなければ必要な研修をさせることもできる。このシステムはブラジル全国で最大の規模である。

失業保険制度は失業登録後30日で受給が開始される。受給期間は勤労年数により決定される。

労働者支援基金により労働者の教育を行っている。1997年には12万人、98年13.5—14万人、99年には資金が増額され25万人を計画している。外資の自動車関係の労働者のうち80%は労働局により教育された。

97年から雇用が失業を上回る傾向になった。98年も同様である。

グローバリゼーションにより知的労働が増加し雇用機会が減少する。労働者を再教育しより良い雇用機会を増やしてゆかねばならない。州には潜在労働者が480万人いる。年20%ずつ再教育して全労働者を再教育したいが、現在は6%に留まるのでこ

れを上げるよう、再教育の能力を上げたい。

平均的に学歴が低く、文盲者もいる。基礎教育を全国運動として展開し、学歴の向上をはかりたい。5—6年で達成させたい。

労働法は現行のものは50年前のもので20年前から労組の動きによって労働者は恩恵を獲得してきた。レアルプランが安定したことにより、低所得者層の生活も安定してきた。ストも少なくなってきたが現労働法は労働者に厚く、企業に薄い。市中で雇用が減少するのは、労働者が何らかの形で解雇された場合訴訟すれば99%勝つかからで、場合によっては企業を売却してでも金を支払わなくてはならなくなるケースも出て来る。労働者の過保護、権利の守りすぎに気付き始めた。労使関係の適正化に勤めなければならない。資本は金をだし、労働者は労働を提供する。その結果を公平に配分することが必要だ。数年すれば労使関係はパートナーシップの考えに基づくようにしたい。

廣岡：州知事とお会いした。知事もIBQP-PRの活動を積極的に支援することを確約してくれた。IBQP-PRは三者構成の機関なので労働局からも積極的に参加して欲しい。

JPC-SEDのやり方がそのままブラジルに適用できるはずはないが、日本のやり方を参考にしてブラジルの労使関係の改善に役立たせる事は出来る。

局長：IBQP-PRの考え方、プロジェクト活動の内容等理解できた。我々としても積極的に参加したい。時間があればもっと詳しく話を聞きたい。

労組代表者との懇談

1998年12月17日 (9:00—12:00)

場所：IBQP-PR 新ビル

出席者：労働組合代表；

Cesar Bassani - Director, Federacao dos Bancarios do Parana (谷口市長補佐官)

Reberto Antonio Von Der Osten - Presidente da CUT-Parana

Glaadir Antonio Basso - Presidente da Federacao dos Bancarios do Estado do Parana

Nelson C. Karam - Member of Technical Board of Directors, DIESSE, Regional Office of Parana

(第一次 TCP として本プロジェクトに参加)

調査団：桑島京子団長 廣岡直道団員

JICA ブラジル事務所、村上職員

IBQP；エリオ 所長、セルジオ PM グループマネージャー、Ney C. King PM グループ技術コーディネーター
プロジェクト専門家チーム 長谷川和子リーダー、和田晴夫専門家 (司会)

懇談内容：

参加者の自己紹介の後、団長より「IBQP-PRは労使関係の強化を進めてゆきたいとのことであるが、本日話を直接伺って日本側から何ができるかのヒントを得たい。」とのコメントがあり、懇談に入った。

主要テーマ：IBQP-PRに対する期待と今後の協力関係の可能性について

Roberto：これまで資本が労働を搾取すると捉えていたが、Mr.Karam がTCPとして参加してIBQP-PRの基本としている考え方が正しいことが理解出来た。これからは労組側に正しい理解をさせるような情報を提供して欲しい。また国際交流にも興味がある。日本の企業毎の組合は今後のブラジル労組活動の参考になろう。またIBQPプロジェクトにも興味を持っている。

Bassani；IBQP-PRはパラ州とクリチバ市の支援の下に、労働側にも参加が呼びかけられて設立された。CUT、FS、DIEESEに声がかかり2名が参加した。我々としては生産性運動がどのようなものか、生産性の考え方が何かを知りたかった。この理念は労働者にも有利なものであることが分かったので、知識を普及している。

Basso；1999年にはブラジルの労働事情は根本的な変化をするであろう。代表的労組は生き残るが、実態に対応できなければ立ち消えになる。企業とのパートナーシップと労働の尊重が必要である。

Karam ; 現状では企業が利益を一人占めする形であって、労使双方の協力により成果を上げこれを公正に分配するという考えが理解され、取り入れられて行く必要がある。企業側も労組側もこの点をもっと理解する必要がある。

労働者の資質の向上に対する投資も必要だが、緊急な問題は急速に拡大しつつある失業問題である。ちなみに現在のブラジルの失業率はD I E E S Eの調査によれば18.1%である。比較的失業率の低いクリチバでも95年は9%だったものが、97年には14%に拡大している。ブラジルでは資本や富が一部に集中しすぎている。

労使関係の変化には労組がついて行けない。1993年から96年までに企業間で14のカテゴリーで約100の労使間共同合意が出来たが、これには組合は参加していない。企業と労働者間でのみ決められた。日本のモデルのように労使間でパートナーシップを失わず、かつ労使交渉を続けて行きたい。

自分は2年半 IBQP プロジェクトに参加したが、非常に有意義であった。生産性の概念については重要であるし、ブラジルにも考え方は適用できるが、自分がいた2年半の間にはその実践化、実現化が出来なかった。これからはIBQP-PRが仲介役となって展開して欲しい。

廣岡 ; ただいまのお話の中で実践化、実現化が出来なかったと言われたが、何故できなかったのか、その理由をお聞かせ願いたい。

Karam ; IBQP-PR 内部ではオープンで可能性はあったが、次の4つの理由から難しかった。

- ① プロジェクトは技術移転が中心の時期であったこと。
- ② 組織的に安定していなかったこと。(96年末パウロ技術部長の転出、97年3月のワシントン所長の退職、98年1月のマウロ技術部長の退職、98年3月になって現エリオ所長・シコン技術部長が着任したことなど2年半の間に幹部の交替が相次いだこと)
- ③ 組織としての能力、体制が十分でなかったこと。
- ④ 政策委員会、科学技術委員会が十分機能していなかったこと。昨年後半生産性の議論をするなどして再活性を計ったが不十分であったこと。

これからは IBQP-PR の労働者へのアプローチを多くする必要がある。IBQP-PR の活動への直接参加も考えられよう。

廣岡 ; 今皆様から伺ったブラジルにおける労働問題は、ブラジルだけの特徴ではなく日本でも歴史的に見れば同様の状況があった。生産性運動が開始された当初は四大労組の内のたった一つが協力の意を示しただけであり、当時はストライキも多く労使関係は最悪の状況であった。三

侵害と否定的に捉えている。この面での改善が必要である。

廣岡；今回労働組合のリーダーと話せたのは非常に意義が深かった。今後ブラジルの労使関係の改善にどう協力するかを検討する上で大変参考になった。

エリオ所長；IBQP-PR のビルを研修センターとしてだけでなく、関係者のより密接な関係を構築する為の場所としたい。日本のトヨタのような工場を 2-3 作り賃金の増加、競争力の強化、顧客満足、株主配当、雇用の増大の成功例としたい。これにより普及もうまく行くと思う。

Karam；労使関係改善強化の為の基本的なルールが作られる事を期待する。
土俵の上で一人勝ちではなく全員が勝者になれるようにしたい。

以上

CUT (Central Unica do Trabalhadores)

DIEESE (Department Intersindical de Estatstica e Estudos Socio-Economicos)



INSTITUTO BRASILEIRO DA QUALIDADE E PRODUTIVIDADE NO PARANÁ
IBQP-PR

ESTATUTO SOCIAL

CAPÍTULO I
DA CONSTITUIÇÃO E DOS OBJETIVOS SOCIAIS

Artigo 1º - O INSTITUTO BRASILEIRO DA QUALIDADE E PRODUTIVIDADE NO PARANÁ - IBQP-PR é uma sociedade civil, sem fins lucrativos com prazo indeterminado de duração, com sede e foro na cidade de Curitiba, Estado do Paraná, Rua Dr. Correa Coelho, 741 Jardim Botânico, integra o Sistema Nacional do Instituto Brasileiro da Qualidade e Produtividade e rege-se por este Estatuto e pelos dispositivos legais que lhe forem aplicáveis.

Artigo 2º - O Instituto tem como finalidade coordenar ações estruturais e executar ações operacionais direcionadas para a qualidade e produtividade, contribuindo para elevar a competitividade da economia e o padrão de vida da Sociedade brasileira e, em particular, da paranaense.

Artigo 3º - O Instituto poderá desenvolver as suas atividades em todo o território nacional ou fora dele.

Artigo 4º - Para atender as suas finalidades, o Instituto atuará de forma a realizar, entre outros, os seguintes objetivos permanentes:

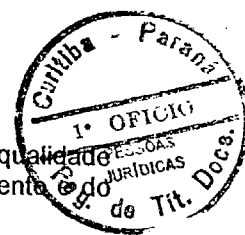
I. Quanto à dimensão estrutural:

- a) articular ações com vistas ao aperfeiçoamento das relações capital/trabalho;
- b) promover o desenvolvimento, a implantação e a divulgação de metodologias para apuração de indicadores da qualidade e produtividade nacionais, regionais, setoriais e empresariais, identificando referências e promovendo sua utilização;
- c) promover a pesquisa, o desenvolvimento e a implantação de modelos de gestão e de métodos e técnicas de melhoria de qualidade e produtividade;
- d) capacitar recursos humanos e lideranças setoriais (empresários, trabalhadores, consumidores, meio acadêmico e administração pública) em elevado nível;
- e) promover a elaboração de estudos e pesquisas de sistemas de infra-estrutura básica, fundamentais e complexos, nos setores público e privado;
- f) subsidiar a formulação de políticas nacionais, regionais, setoriais e empresariais voltadas para o aprimoramento da qualidade e da produtividade; e
- g) manter permanentemente atualizado acervo técnico com informações qualificadas e promover sua divulgação.

II. Quanto à dimensão processual:

- a) atuar na educação, assistência, treinamento, capacitação e aperfeiçoamento profissional de alto nível, na área de sua abrangência;

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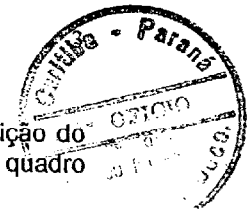


- b) desenvolver, fixar e reproduzir os conhecimentos das áreas da produtividade e qualidade pela prática de integração dos setores produtivo, acadêmico, de pesquisa, de fomento e de trabalho, tanto privados quanto públicos;
- c) promover atividades, eventos, cursos e seminários;
- d) buscar a capacitação contínua nas atividades de gerenciamento e desenvolvimento da produtividade e da qualidade, compatíveis com os padrões internacionais;
- e) propugnar pela melhoria e aperfeiçoamento dos processos relativos à criatividade e inovação e voltadas à qualidade e à produtividade, visando sempre maior competitividade;
- f) desenvolver e difundir técnicas atualizadas e avançadas de produção;
- g) desenvolver projetos cooperativos, otimizando os recursos disponíveis junto aos respectivos participantes;
- h) atrair e fixar, no seu âmbito de atuação, especialistas de reconhecida capacidade técnica e gerencial;
- i) promover e incentivar a criação e fortalecimento de entidades similares;
- j) buscar e executar cooperações técnicas internacionais;
- k) participar na identificação de necessidades de estudos e pesquisas, treinamento, promoção, cooperação técnica e outras afins;
- l) realizar estudos e pesquisas de âmbito regional, setorial e empresarial, a respeito de temas considerados relevantes na atuação do IBQP;
- m) identificar demandas por novos modelos de gestão, métodos e técnicas de melhoria, na área da qualidade e produtividade;
- n) buscar a integração com as Universidades visando estimulá-las a manter e aprimorar cursos nas áreas de Gestão da Qualidade e Produtividade;
- o) colaborar no encaminhamento de informações e sugestões que visem subsidiar a formulação de políticas nacionais voltadas para o aprimoramento da qualidade e produtividade brasileira; e
- p) buscar o desenvolvimento próprio de forma a poder ser reconhecida como entidade de referência a nível internacional.

CAPÍTULO II DO QUADRO SOCIAL

Artigo 5º - O quadro social é formado por três categorias de associados:

- I. Associados Patrimoniais, que asseguram os recursos financeiros, patrimoniais ou físicos iniciais ou estruturais de maior vulto e outros;
- II. Associados Institucionais, que asseguram o apoio institucional ao Instituto;
- III. Associados Mantenedores, que asseguram o apoio institucional e os recursos financeiros para a manutenção operacional do Instituto.



Parágrafo Primeiro: Os sócios das diversas categorias que subscreverem a constituição do Instituto, serão qualificados adicionalmente como fundadores, enquanto ativos no quadro social do IBQP-PR.

Parágrafo Segundo: O associado Patrimonial, se não for mantenedor, permanecerá nesta primeira condição pelo tempo resultante do valor alocado inicialmente dividido pelo valor das contribuições mensais dos mantenedores da sua categoria.

Parágrafo Terceiro: A condição de Associado Institucional é prerrogativa exclusiva de entidades sem fins lucrativos.

Parágrafo Quarto: Uma vez que os órgãos de Deliberação, Fiscalização e Assessoramento são compostos de representantes de pessoas jurídicas, fica a critério destas a substituição dos indicados quando julgado conveniente pelas mesmas ou pela unanimidade dos demais membros do respectivo Conselho.

Artigo 6º - São direitos dos Associados:

- I. ter acesso e participar das Assembléias Gerais e atividades desenvolvidas pelo Instituto;
- II. votar e ser votado para os cargos do Instituto, observado o disposto no Capítulo V deste Estatuto; e
- III. ter desconto, segundo critérios a serem definidos pelo Conselho de Administração, no caso de utilização dos serviços do Instituto.

Artigo 7º - São deveres dos Associados:

- I. cumprir e fazer cumprir o disposto no presente Estatuto;
- II. honrar os compromissos assumidos para com o Instituto; e
- III. promover e divulgar os objetivos e as finalidades do Instituto.

CAPÍTULO III DO PATRIMÔNIO E DOS RECURSOS FINANCEIROS

Artigo 8º - O patrimônio do Instituto é constituído por:


- I. bens e direitos recebidos em doação;
- II. aquisições patrimoniais efetivas, resultantes de programas de investimentos ou de inversão de superávit operacional.

Parágrafo Primeiro: As aquisições, vendas, doações ou alienações patrimoniais de vulto deverão ser previamente aprovadas pelo Conselho de Administração.

Parágrafo Segundo: No caso de dissolução do Instituto, seu patrimônio será destinado a instituição similar sem fins lucrativos.

Parágrafo Terceiro: As cessões patrimoniais em regime de comodato caracterizam, para efeitos societários, a contribuição de sócios patrimoniais.

Artigo 9º - Os recursos financeiros do Instituto serão provenientes de:

- 
- I. contribuições dos Associados Mantenedores, fixadas anualmente pelo Conselho de Administração;
 - II. receita operacional de suas atividades;
 - III. receita proveniente do desenvolvimento de programas, projetos ou atividades específicas com instituições governamentais ou entidades afins;
 - IV. direitos autorais sobre a propriedade intelectual ou industrial que seja de domínio do Instituto;
 - V. doações, contribuições, auxílios, subvenções e incentivos que lhe venham a ser concedidos; e
 - VI. rendas oriundas da administração de seu patrimônio.

CAPÍTULO IV DO REGIME FINANCEIRO

Artigo 10º - O regime financeiro do Instituto obedecerá à legislação brasileira e também aos seguintes critérios:

- I. o exercício financeiro coincidirá com o ano civil, encerrando-se em 31 de dezembro;
- II. o Instituto obedecerá, no que couber, às normas financeiras, orçamentárias e contábeis previstas em lei; e
- III. o Instituto não poderá distribuir superavits ou fazer investimentos alheios às suas finalidades estatutárias.

Artigo 11º - A Diretoria deverá coordenar a elaboração do Relatório de Atividades, o Balanço Patrimonial e o Demonstrativo de Resultados, encaminhando-os aos Conselhos de Administração e de Mantenedores, e a Assembléia Geral.

Parágrafo Único: O Balanço Anual e o Demonstrativo de Resultados, além de outros relatórios, a critério dos Conselhos de Administração ou de Mantenedores, deverão ser auditados por empresa especializada independente.

CAPÍTULO V DA ORGANIZAÇÃO BÁSICA DO IBQP-PR

Artigo 12º - A sociedade é constituída pelos seguintes órgãos:

- I. Assembléia Geral
- II. Órgãos de Deliberação e Fiscalização:
 - Conselho de Administração
 - Conselho de Mantenedores
- III. Órgão de Direção e Execução:
 - Diretoria
- IV. Órgãos de Assessoramento:
 - Conselho de Política Institucional

● Conselho Técnico-Científico

SEÇÃO I Das Assembléias Gerais

Art. 13° - Anualmente, após o encerramento de cada exercício social, os Associados reunir-se-ão em Assembléia Geral Ordinária, convocada pelo Presidente do Conselho de Administração ou por seu substituto, para deliberar sobre:

- I. Apreciação das contas, balanço anual e demonstrativo de resultados, bem como do relatório das atividades do Instituto, sempre após a aprovação dos mesmos pelo Conselho de Administração;
- II. Eleição dos membros do Conselho de Administração, através do processo eletivo previsto neste Estatuto, respeitado o prazo de seu mandato.

Art. 14° - Quando situações especiais o exigirem, os associados reunir-se-ão em Assembléia Geral Extraordinária, mediante convocação do Presidente do Conselho de Administração, de 4 (quatro) dos membros deste Conselho ou de 1/3 dos associados de cada uma das categorias patrimonial, mantenedor e institucional.

Art. 15° - As Assembléias Gerais do Instituto serão convocadas por Edital publicado 2 (duas) vezes, com antecedência mínima de 10 (dez) dias, em jornal de livre circulação, do qual deverá constar o local, dia e hora da reunião e os assuntos a serem tratados.

Art. 16° - Salvo as exceções previstas neste Estatuto, as Assembléias Gerais deliberarão por maioria simples de votos dos presentes.

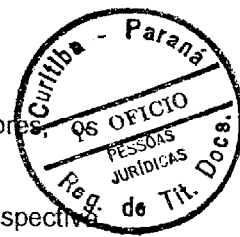
SEÇÃO II DO CONSELHO DE ADMINISTRAÇÃO

Artigo 17° - O Conselho de Administração é órgão deliberativo do Instituto, sendo composto por sete representantes dos Associados por eles eleitos em Assembléia Geral e quatro membros natos, todos não remunerados, com mandato de dois anos, respeitando-se a seguinte composição:

- Dois membros indicados pelos Associados Patrimoniais;
- Dois membros indicados pelos Associados Mantenedores;
- Três membros indicados pelos Associados Institucionais, sendo:
 - 01 representante de entidades empresariais industriais;
 - 01 representante de entidades empresariais de serviços e
 - 01 representante de entidade dos trabalhadores;
- Um membro nato, representante de Secretaria do Governo Municipal a ser indicado pelo Prefeito em exercício;
- Um membro nato, representante de Secretaria do Governo Estadual a ser indicado pelo Governador em exercício;
- Um membro nato, na qualidade de Secretário Executivo do Conselho, representado pelo Diretor Superintendente do Instituto;
- Um membro nato, na qualidade de representante do IBQP.

Parágrafo Primeiro: As eleições dos membros do Conselho serão feitas através do processo de escolha dos Associados da respectiva categoria reunidos em Assembléia Geral, respeitando-se a composição estipulada no artigo, exceto quando as respectivas categorias não possuírem o número mínimo de associados igual à sua representação, sendo então considerados para suprir

as faltas, nesta ordem: os Associados Patrimoniais, os Associados Mantenedores, Associados Institucionais e os Diretores.



Parágrafo Segundo: Em caso de vaga no Conselho de Administração, compete à respectiva categoria de associados em reunião convocada com esta finalidade indicar substituto, que completará o mandato do substituído.

Parágrafo Terceiro: O membro do Conselho de Administração representado pelo Diretor Superintendente do Instituto será indicado e empossado pelo próprio Conselho.

Artigo 18º - O Conselho terá um Presidente, eleito bianualmente por seus pares dentre os membros do próprio Conselho.

Artigo 19º - O Conselho de Administração reunir-se-á ordinariamente uma vez ao trimestre e extraordinariamente quando for convocado pelo seu Presidente, pelo Diretor Superintendente do Instituto ou por pelo menos três Conselheiros, sempre com a presença da maioria absoluta dos membros em primeira convocação e de qualquer número destes em segunda convocação, uma hora após, sendo as deliberações tomadas por maioria simples de votos dos membros presentes.

Artigo 20º - O edital de convocação das reuniões do Conselho de Administração deverá conter a indicação do dia, hora e local da reunião, bem como os assuntos a serem tratados, e ser publicado em veículo de grande circulação, com antecedência mínima de 10 dias, podendo tal publicação ser dispensada se o edital foi encaminhado a todos os membros com antecedência mínima de 5 dias, mediante protocolo.

Artigo 21º - É de competência do Conselho de Administração a aprovação dos Relatórios de Atividades, das contas de cada exercício social para posterior aprovação da Assembléia Geral e a nomeação e destituição dos Diretores.

Artigo 22º - Compete ainda ao Conselho de Administração deliberar sobre:

- I. o Plano Estratégico do Instituto, preparado pela Diretoria com o apoio do Conselho de Política Institucional;
- II. o Plano de Ação da Diretoria, verificando, entre outras coisas, a sua coerência com o Plano Estratégico;
- III. a tabela de remuneração dos cargos e funções permanentes;
- IV. as propostas de alterações estatutárias;
- V. a aquisição, oneração e alienação dos bens imóveis e outros bens patrimoniais de vulto e sobre investimentos de alto risco, em conjunto com o Conselho de Mantenedores;
- VI. a concessão de prêmios às pessoas físicas e jurídicas que se destacarem na sua atuação profissional, nas áreas de interesse do Instituto, propostas pelo Conselho de Política Institucional;
- VII. as contribuições atribuídas aos associados mantenedores e o valor mínimo de contribuição dos Associados Patrimoniais;
- VIII. a definição do número de membros dos Conselhos de Política Institucional e Técnico-Científico, bem como as respectivas nomeações e destituições;
- IX. as propostas de ingresso de novos associados, encaminhadas pela Diretoria; e

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X. os casos omissos deste Estatuto.

SEÇÃO III DO CONSELHO DE MANTENEDORES

Artigo 23° - O Conselho de Mantenedores, órgão de fiscalização e aconselhamento da gestão econômico-financeira do Instituto, é constituído por três membros efetivos e respectivos suplentes, com mandato de dois anos, indicados pelos associados fundadores-patrimoniais e associados mantenedores em reunião especialmente convocada para tal finalidade pelo Conselho de Administração e por estes empossados.

Parágrafo Primeiro: O Conselho de Mantenedores será presidido por um de seus membros efetivos, escolhido por eles e dentre eles na primeira reunião de cada mandato.

Parágrafo Segundo: Os membros do Conselho de Mantenedores não poderão fazer parte, do Conselho de Administração ou Diretoria Executiva.

Parágrafo Terceiro: O Conselho de Mantenedores reunir-se-á ordinariamente a cada seis meses e extraordinariamente quando for necessário, sendo convocado por seu Presidente, exceto para a primeira reunião quando será convocado pelo Diretor Superintendente do Instituto.

Artigo 24° - Compete ao Conselho de Mantenedores:

- I. julgar os relatórios econômico-financeiros do Instituto;
- II. examinar os registros e documentos legais do Instituto;
- III. registrar em atas o resultado de seus exames e sugestões, bem como o resultado sobre as operações do Instituto, tomando por base as contas e balanço e as informações e esclarecimentos da Diretoria;
- IV. apontar as falhas constatadas, sugerindo medidas corretivas; e
- V. assessorar-se de empresa especializada em auditoria.

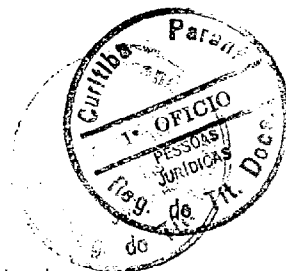
SEÇÃO IV DA DIRETORIA

Artigo 25° - A Diretoria do Instituto, órgão responsável pela administração e supervisão das gestões operacionais, será constituída por três Diretores, sendo um Diretor Superintendente e dois Diretores Executivos, com mandato básico de dois anos, com possível recondução, nomeados e destituíveis a qualquer tempo pelo Conselho de Administração.

Artigo 26° - Compete à Diretoria gerir a operacionalização das atividades necessárias ao desenvolvimento e ao sucesso do Instituto, com observância das orientações que vierem a ser estabelecidas pelo Conselho de Administração.

Parágrafo Primeiro: Todos os documentos que importem em obrigações ou responsabilidades, tais como escrituração de qualquer natureza, letras de câmbio, cheques, ordens de pagamento, contratos, convênios e demais documentos aqui não especificados, serão obrigatoriamente assinados em conjunto por dois Diretores, ou por um Diretor em conjunto com o Presidente do Conselho de Administração, sendo que uma das assinaturas, em qualquer dos casos, poderá ser de um procurador, legalmente constituído, com poderes específicos.

Parágrafo Segundo: As procurações outorgadas pela sociedade o serão sempre por dois Diretores ou por um Diretor e pelo Presidente do Conselho de Administração, em conjunto,





devendo especificar os poderes conferidos e, com exceção daquelas destinadas a fins judiciais, terão um período de validade limitada a um ano.

Artigo 27º - A representação do Instituto em juízo e em suas relações com terceiros, bem como a prática dos atos necessários ao seu regular funcionamento e ao normal desenvolvimento de suas atividades, compete ao Diretor Superintendente e, na sua ausência ou impedimento, a um Diretor Executivo, ou ainda a procurador com poderes específicos para tanto.

Artigo 28º - É necessária a autorização prévia do Conselho de Administração para a celebração de empréstimos e de financiamentos perante quaisquer estabelecimentos bancários ou instituições financeiras, nacionais ou estrangeiras, com ou sem constituição de garantias incidentes sobre bens pertencentes à sociedade, mediante hipoteca ou outros gravames.

Artigo 29º - Compete ainda à Diretoria do Instituto:

- I. elaborar, com apoio do Conselho de Política Institucional, o Plano Estratégico a ser submetido ao Conselho de Administração;
- II. elaborar e implementar o Plano de Ação anual, em consonância com o Plano Estratégico;
- III. propor ao Conselho de Administração, quando necessário, as alterações estatutárias;
- IV. supervisionar a administração dos ativos, promovendo a conveniente aplicação dos seus recursos;
- V. firmar contratos, convênios e acordos com entidades públicas e privadas que importem em compromisso do Instituto;
- VI. submeter ao Conselho de Administração sobre a aceitação de doações, auxílios e subvenções de qualquer natureza;
- VII. encaminhar aos Conselhos de Administração e de Mantenedores e posteriormente à Assembléia Geral, os relatórios de atividades e as prestações de contas do Instituto;
- VIII. definir os critérios e normas que regerão os quadros do pessoal técnico e administrativo do Instituto e propor uma compatível remuneração à deliberação do Conselho de Administração;
- IX. executar a atração, seleção, contratação, demissão, dispensa e administração dos recursos humanos do quadro permanente e de colaboradores eventuais, necessários às atividades do Instituto;
- X. executar a administração geral do Instituto;
- XI. executar e fazer executar as resoluções do Conselho de Administração e das Assembléias Gerais;
- XII. analisar as propostas de novos associados, encaminhando-as com parecer à deliberação do Conselho de Administração; e
- XIII. exercer outras atribuições que lhe forem conferidas pelo Conselho de Administração e resolver os casos omissos, na sua esfera de competência.

Artigo 30º - Ocorrendo vaga na Diretoria, caberá ao Conselho de Administração a nomeação de novo Diretor, que, salvo deliberação expressa, completará o mandato básico do substituto.

Artigo 31° - Os Diretores do Instituto são dispensados de prestar caução para garantia de suas gestões.



SEÇÃO V DO CONSELHO DE POLÍTICA INSTITUCIONAL

Artigo 32° - O Conselho de Política Institucional é formado por membros de reconhecida capacidade, nomeados e destituíveis pelo Conselho de Administração, que definirá o número de membros, com mandato de dois anos, e tem como competência:

- I. auxiliar a Diretoria na proposição ao Conselho de Administração de diretrizes institucionais e estratégicas e atuar nessa área específica;
- II. zelar pela consistência institucional, orgânica e funcional do Instituto;
- III. propor a concessão de prêmios às pessoas físicas e jurídicas que se destacarem nas áreas de atuação de interesse do Instituto, à sanção do Conselho de Administração; e
- IV. outras atividades de sua competência solicitadas pelo Conselho de Administração.

SEÇÃO VI DO CONSELHO TÉCNICO-CIENTÍFICO

Artigo 33° - O Conselho Técnico-Científico do Instituto é o órgão de assessoramento para análise e reflexão sobre assuntos técnicos, científicos e estratégicos de interesse do Instituto, sendo formado por personalidades que atuem no setor, nomeados e destituídos pelo Conselho de Administração, que definirá o número de membros, com mandato de dois anos e tem como competência:

- I. auxiliar a Diretoria na proposição ao Conselho de Administração de diretrizes técnicas e científicas e atuar nessa área específica;
- II. zelar pela consistência científica, metodológica e técnica do Instituto;
- III. propor a regulamentação e a concessão de prêmios às pessoas físicas e jurídicas que se destacarem nas áreas técnicas de atuação de interesse do Instituto, à sanção do Conselho de Administração;
- IV. representar a sociedade em simpósios, conferências ou outros eventos, sempre que solicitado pela Diretoria ou pelo Conselho de Administração; e
- V. outras atividades de sua competência solicitadas pelo Conselho de Administração.

Parágrafo Único: A juízo do Conselho de Administração, o Conselho Técnico-Científico poderá contar entre seus membros, de conselheiros "ad hoc" para assuntos específicos e por duração determinada.

CAPÍTULO VII DAS DISPOSIÇÕES GERAIS E TRANSITÓRIAS

Artigo 34° - O primeiro Conselho de Administração será constituído, excepcionalmente, pelos representantes indicados por todas as entidades integrantes da Comissão de Constituição, para exercer o mandato de um ano, passível de prorrogação por igual período se assim se justificarem os interesses do Instituto.

Parágrafo Segundo: A primeira Diretoria do Instituto será indicada pelo Conselho de Administração, após devidamente empossado pela Assembléia que aprovar este Estatuto, e terá mandato coincidente com o do primeiro Conselho de Administração.



Artigo 35° - A alteração dos objetivos ou a dissolução da sociedade, com a consequente destinação do seu patrimônio, somente poderá ocorrer nos casos previstos no Código Civil ou por deliberação de no mínimo dois terços dos Associados presentes em Assembléia Geral Extraordinária especialmente convocada para tais fins.

Parágrafo Primeiro: Em caso de extinção do Instituto, seu patrimônio não poderá reverter para os associados.

Parágrafo Segundo: Depois de pagas todas as dívidas e obrigações, e efetuado o balanço patrimonial, o resultado será destinado a entidades sem fins lucrativos, com objetivos semelhantes à sociedade ou voltadas para Pesquisa, Desenvolvimento ou Fomento Tecnológico, conforme Parágrafo Segundo do Artigo 8°.

Artigo 36° - O presente Estatuto somente poderá ser alterado por deliberação de Assembléia Geral Extraordinária, convocada especialmente para esta finalidade mediante proposta da Diretoria ou por proposta de Comissão especialmente designada pelo Conselho de Administração dependendo, em qualquer caso, de deliberação de pelo menos dois terços dos associados presentes à Assembléia.

Artigo 37° - Os associados não respondem, total ou subsidiariamente, pelas dívidas contraídas pela sociedade.

Artigo 38° - Os administradores do Instituto não respondem isolada ou subsidiariamente pelo patrimônio desta, nem pelas suas obrigações, salvo nos casos de excesso de mandato.

Artigo 39° - Após a instalação do Instituto, abrir-se-á, excepcionalmente e por tempo determinado de noventa dias, a condição de sócio fundador às entidades que se associarem ao IBQP-PR.

Curitiba, 31 de março de 1997.



1º OFÍCIO
REGISTRO CIVIL DE PESSOAS JURÍDICAS
REGISTRO DE TÍTULOS E DOCUMENTOS

JOÃO

conjunto 504

766906

Rua Mel. Doador

MICROFILMADO

AVERBADO À

PESSOA JURÍDICA. N.º

CURITIBA,

11 ABR 1997

7º TABELIAO - DR. ANGELO VOLPI NETO CURITIBA - PARANÁ
RECONHECO e dou fe For SEMELHANÇA a(s) firmas(s) de 0070261-SERGIO MARCOS PROSDOCIMO.....
EM TESTEMUNHO DA VERDADE CURITIBA, 11/Abril/1997
07-VALMIR RIBEIRO ESCREVENTE

INSTITUTO BRASILEIRO DA QUALIDADE E PRODUTIVIDADE NO PARANÁ
IBQP-PR

SOCIAL STATUTES

CHAPTER I
ON THE CONSTITUTION AND SOCIAL OBJECTIVES

Article 1st – **the INSTITUTO BRASILEIRO DA QUALIDADE E PRODUTIVIDADE NO PARANÁ - IBQP-PR** is a civil society, non profit, with indeterminate span of existence, with seat and forum in the city of Curitiba, State of Paraná, Brazil, at Rua Dr. Correa Coelho, 741, Jardim Botânico, and is part of Sistema Nacional de Instituto Brasileiro da Qualidade e Produtividade and is ruled by these statutes and any applicable legal dispositive.

Article 2nd – The objective of the Institute is to coordinate structural actions and execute operational actions turned to quality and productivity, contributing to the enhancement of the competitiveness of the economy and the standard of quality of life of Brazilian Society and, in particular, of the society of Paraná.

Article 3rd – The Institute may carry out its activities anywhere in the national territory or outside it.

Article 4th – To address its object purpose, the Institute will act with a view to, among others, achieve the following permanent objectives;

I. In relation to the structural dimension:

- a) articulate actions with a view to perfecting the labor/capital relations;
- b) promote the development, implantation and dissemination of methodologies to determine national, regional, sectorial and entrepreneurial indicators of quality and productivity, identifying references and promoting their use;
- c) promote research, development and implantation of management models and methods and techniques for the improvement of quality and productivity;
- d) qualify human resources and sector leaderships (entrepreneurs, workers, consumers, academia and public management) at a high level;
- e) promote elaboration of studies and research into basic, fundamental and complex infra-structure systems, in the public and private sectors;
- f) subsidize the formulation of national, regional, sectorial and entrepreneurial policies turned to the enhancement of quality and productivity; and
- g) maintain permanently updated the technical inventory with qualified information and promote its dissemination.

II. In relation to the process dimension:

- a) act in the areas of education, assistance, training, qualification and high level professional capacitation, in the area under its scope;
- b) develop, fix and reproduce knowledge in the area of productivity and quality by practices which integrate the productive, academic, research, promotion and labor sectors, both private and public;
- c) promote activities, events, courses and seminars;

- d) seek permanent qualification in activities of management and development of productivity and quality compatible with international standards;
- e) strive for the improvement and enhancement of the processes relative to creativity and innovation turned to quality and productivity, always aiming at better competitiveness;
- f) develop and disseminate updated and advanced production techniques;
- g) develop cooperative projects, optimizing the resources available with their respective players;
- h) attract and fix, in their scope of activity, specialist of renowned technical and managerial expertise;
- i) promote and foster the creation and support of similar organizations;
- j) look for and carry out international technical cooperation;
- k) participate in identifying the needs in terms of study and research, training, promotion, technical cooperation and similar activities;
- l) undertake studies and research of regional, sectorial and entrepreneurial scope, related to themes considered to be relevant to the activities of IBQP;
- m) identify the demand for new models of management, methods and techniques for improvement in the area of productivity and quality;
- n) strive for integration with the Universities with a view to stimulating them to hold and refine courses in the areas of Management of Quality and Productivity;
- o) cooperate in forwarding information and suggestions that might help in formulating national policies concerning the enhancement of productivity and quality in Brazil; and
- p) perform self-development so as to become nationally recognized as world class reference agency.

CHAPTER II ON ASSOCIATES

Article 5th – There are three categories of members:

- I. Patrimonial Associates, those who ensure the initial or structural financial, patrimonial or physical resources of larger scale and others;
- II. Institutional Associates, that ensure the institutional support to the Institute;
- III. Maintainer Associates, that ensure the institutional support and the financial resources for the Institute's operational maintenance.

First Paragraph: Associates from the different categories that subscribe the Institute's constitution, will additionally be qualified as founders, as long as they remain active in IBQP-PR's body of associates.

Second Paragraph: The Patrimonial Associate, when not a Maintainer, will remain in this first condition for the length of time corresponding to the value of the initial allocation divided by the value of the monthly contributions made by the Maintainers in that category.

Third Paragraph: The status of Institutional Associate is reserved exclusively for non-profit organizations.

Fourth Paragraph: Once the bodies for Deliberation, Inspection and Counseling are composed of representatives of institutional entities, their substitution is their prerogative whenever the need is felt, or by the unanimity of the other members of the respective Council.

Article 6th: The following are rights of the Associates:

- I. access to and participation in the General assemblies and activities carried out by the Institute;
- II. vote and be voted on for the posts within the Institute, subject to the items stated in Chapter V of these Statutes; and
- III. have discounts, according to criteria to be defined by the Management Council, in the event of using the services of the Institute.

Article 7th: The following are the obligations of the Associates:

- I. comply and enforce compliance to these Statutes;
- II. honor commitments made to the Institute;
- III. promote and disseminate the objects and purpose of the Institute.

CHAPTER III ON PATRIMONY AND FINANCIAL RESOURCES

Article 8th: The Institute's patrimony is composed of:

- I. goods and rights received as donations;
- II. effective patrimonial acquisitions resulting from investment programs or inversion of operational superavit;

First Paragraph: the Management Council must previously approve the acquisitions, sales, donations or alienation of important patrimony.

Second Paragraph: In the event of the dissolution of the Institute, its patrimony shall be destined to similar nonprofit organizations.

Third Paragraph: Patrimonial cessions in regime of commodatum characterize, for the effects of membership classification, contribution by Patrimonial associates.

Article 9th: The financial resources for the Institute will stem from:

- I) contributions from maintainer associates, at values fixed yearly by the Management Council ;
- II) operational revenue from its operations;
- III) revenue from developing programs, projects or specific activities with government institutions and other similar entities;
- IV) copyright from intellectual or industrial ownership belonging to the Institute;
- V) donations, contributions, help, subvention and incentive that might be given to the Institute; and
- VI) revenue stemming from the management of its own patrimony.

CHAPTER IV ON THE FINANCIAL REGIME

Article 10th: The Institute's financial regime will comply to Brazilian legislation, as well as, with the following criteria:

- I. the financial period will coincide with the fiscal year, ending on December 31st;

- II. the Institute will obey, where pertaining, financial, budgetary, and accounting regulations set out in law; and
- III. the Institute will not distribute superavit or make investments foreign to its objective, as defined in these statutes.

Article 11th: The Board will coordinate drafting of the Activities Report, Patrimonial Balance Sheet and the Outcomes Demonstrative, forwarding them to the Councils of Management and of Maintainers, and the General Assembly.

Paragraph: The Yearly Balance Sheet and Outcomes Demonstrative, plus any other reports, at the discretion of the Councils of Management and/or of Maintainers, will be audited by specialized independent agency.

CHAPTER V ON THE BASIC ORGANIZATION OF IBQP-PR

Article 12: the following bodies constitute IBQP-PR:

- I. General assembly
- II. Bodies for Deliberation and Inspection:
 - ◆ Management Council
 - ◆ Council of Maintainers
- III. Bodies for Direction and Execution:
 - ◆ Board
- IV. Counseling Bodies:
 - ◆ Council for Institutional Policy
 - ◆ Technical-scientific Council

SECTION I ON THE GENERAL ASSEMBLY

Article 13: Annually, after the end of each social period, the Associates will meet in Ordinary General Assembly, called by the President of the Management Council or his deputy, to deliberate on:

- I. Appreciate accounting records, annual balance sheet and demonstrative of outcomes, as well as the Institute's activity report, after these have been signed off by the Management council;
- II. Election of members for the Management Council, through the electoral procedure set out in these Statutes, respecting their terms of office.

Article 14: When special circumstances so demand it, associates will convene in Extraordinary General Assembly, by summons of the President of the Management Council, of 04 (four) members of this Council or 1/3 of the associates of each one of the patrimonial, maintainer and institutional categories.

Article 15: The Institute's General Assemblies will be summoned by Official Notice published 02 (two times), with a minimum antecedence of 10 (ten) days, in freely circulating newspaper, on which shall be specified the venue, day and hour of the meeting and the subjects on the agenda.

Article 16: With exception of the cases established in these Statutes, the General assemblies will deliberate by simple majority of the votes cast.

SECTION II ON THE MANAGEMENT COUNCIL

Article 17: the Management Council is the deliberative body of the Institute, being composed of seven representatives of the Associates elected by them in General Assembly and four permanent members, none receive any form of remuneration, with terms of office of two years, complying with the following constitution:

- Two members appointed by the Patrimonial Associates;
- Two members appointed by the Maintainer Associates;
- Three members appointed by institutional Associates, being:
 - 01 representative of entrepreneurial industrial entities;
 - 01 representative of entrepreneurial services entities; and
 - 01 representative of labor entities;
- One permanent member, representative of Municipal Department to be appointed by the Mayor in office;
- One permanent member, representative of State Department to be appointed by the Governor in office;
- One permanent member, in the quality of Executive Secretary of the Council, represented by the Director superintendent of the Institute;
- One permanent member, representative of IBQP.

First Paragraph: The elections of members of the Council will be held through the Associates' process of choice in their respective categories convened in general Assembly, respecting the composition stipulated in this article, except in cases where the category does not have a number of Associates equal to that of their representative delegation, in which case the following are considered in this order to fill in the empty seats: the Patrimonial Associates, the Maintainer Associates, Institutional Associates and Directors.

Second paragraph; in case of opening in the Management Council, it is the competence of the respective category's Associates to, in meeting summoned specifically for this purpose, indicate a substitute to complete the term of office.

Third Paragraph: The member of Management Council represented by the Director Superintendent of the Institute will be indicated and sworn in by the Council, itself.

Article 18: The Council will have a President, elected biannually by the peers of the Council, itself.

Article 19: The Management Council will meet ordinarily once every quarter and extraordinarily when summoned by its President, by the Director Superintendent of the Institute, or by at least three councilors, always with the presence of the absolute majority of the members at first call, or with any number at second call, one hour later, with deliberation being performed through simple majority of the votes cast.

Article 20: The Official Notice of Summons for the meetings of the Management Council must contain venue, time and date of the meeting, as well as the agenda to be dealt with, and must be published in vehicle of high circulation level, with minimum antecedence of 10 (ten) days, with said publishing being dispensed when a copy of the summons is referred to every member, with receipt protocol.

Article 21: Approval of the Activity Report, the accounting for each social period for posterior approval by the General Assembly, and indication and destitution of Directors, are the competence of the Management Council.

Article 22: Deliberation of the following also falls under the competence of the Management Council:

- I. The Institute's Strategic Plan, drafted by the Board with the support of the Institutional Policy Council;
- II. The Plan of Action for the Board, verifying, among other items, its coherence with the Strategic Plan;
- III. The remuneration table for the permanent posts and functions;
- IV. Proposals for alteration of the Statutes;

- V. Acquisition, onus and alienation of real estate assets and patrimonial items of note and on high risk investments, jointly with the Council of Maintainers;
- VI. The granting of prizes to individuals and companies that stand out in their professional activity, in the areas of interest of the Institute, proposed by the Council of Institutional Policy;
- VII. The contributions ascribed to the maintainer associates and the minimum contribution value for Patrimonial Associates;
- VIII. Definition on the number of members of the Council of Institutional Policy and the Technical-scientific Council, as well as the respective indications and dismissal;
- IX. Proposals for admission of new members, referred to the Board; and
- X. The situations and cases not dealt with in these Statutes.

SECTION III ON THE COUNCIL OF MAINTAINERS

Article 23: The Council of Maintainers, the counseling and inspection body for economic-financial management of the Institute, is composed of three effective members and their substitutes, with two-year terms of office, indicated by the founder-patrimonial and maintainer associates in a meeting convened specifically for this purpose by the Management Council and by them, sworn in.

First Paragraph: The Council of Maintainers will be presided by one of its effective members, chosen by them and among them, in the first meeting of each term of office.

Second Paragraph: Members of the Council of Maintainers cannot be part of the Management Council or the Executive Board.

Third Paragraph: The Council of Maintainers will ordinarily once every semester and extraordinarily whenever deemed necessary, summoned by its President, except for the first meeting which will be summoned by the Director Superintendent of the Institute.

Article 24: The following fall under the competence of the Council of Maintainers:

- i. appreciate the economic and financial reports of the Institute;
- ii. inspect the records and legal documentation of the Institute;
- iii. record in the proceedings the outcomes of its inspections and suggestions, as well as the outcome of the Institute's operations, based on the accounting and balance sheets, and the information and elucidation by the board;
- iv. point out any flaws noticed, suggesting corrective measures; and
- v. make use of professional counsel from a specialized audit company.

SECTION IV ON THE BOARD

Article 25: The Board of the Institute, the body responsible for management and supervision of operational management, is composed of (03) three Directors, one being the Director Superintendent and two, Executive Directors, with a basic term of tenure of (02) two years, with the possibility of re-appointment. The Directors can be indicated and removed at any point in time deemed justifiable by the Management Council.

Article 26: It falls under the Board's competence to manage the operational aspects of the activities necessary for the development of the Institute, complying with the guidelines set by the Management Council.

First Paragraph: Any document which results in obligations or responsibilities, such titling of any nature, exchange notes, checks, payment orders, contracts, agreements and any other document, even if not specified herein, must be signed jointly by (02) two directors, or by (01) one director and the President of the Management Council, where one of the two signatures can be substituted by proxy, duly and legally constituted, with specific powers.

Second Paragraph: Any proxy tendered by the Institute will always be done by (02) two directors, or by (01) director and the President of the Management Council, jointly. They must clearly specify the powers granted and, with the exception of those meant for legal applications, will be valid for a period of one year.

Article 27: Legal representation of the Institute, in court or in its relations with third parties, as well as in the practice of the acts necessary for its normal operation and for carrying out its regular activities, falls under the competence of the Director Superintendent and, in his/her absence or impediment, to one of the Executive Directors, or to proxy with specific powers to this end.

Article 28: Previous authorization by the Management Council is necessary for raising of loans or contracting financing from any banking or financial entities, national or foreign, with or without the constitution of collateral that might involve the assets of the Institution, through mortgage or other.

Article 29: The following also fall under the competence of the Board:

- I. draft, with the support of the Council for Institutional Policy, the Strategic Plan to be put before the Management Council;
- II. draft and implement the annual Action Plan, in consonance with the Strategic Plan;
- III. whenever necessary, propose to the Management Council, alterations to the Statutes;
- IV. supervise management of the assets, promoting convenient use of the resources;
- V. sign contracts, agreements and conventions with public and private entities which will result in future commitment of the Institute;
- VI. submit to the Management Council for permission to accept donations, help and subventions, whatever the nature;
- VII. forward to the Management Council and the Council of Maintainers, and, later, to the General Assembly the Institute's activity report and accounting;
- VIII. define criteria and norms that will support the technical and management staff of the Institute and propose compatible levels of remuneration for the deliberation of the Management Council;
- IX. attract, select, hire, dismiss, dispense and manage human resources for permanent resources and eventual collaborators, needed for carrying out the normal activities of the Institute;
- X. perform the general management of the Institute;
- XI. carry out and have carried out the resolutions of the Management council and the General Assemblies;
- XII. analyze propositions for new members, referring them with an opinion for deliberation by the Management Council; and
- XIII. carry out any other attributions placed on it by the Management Council and solve any cases not specifically mentioned in these Statutes, which fall under its competence.

Article 30: In the event of an opening in the Board, it will be the Management Council's responsibility the indication of the new Director, who, except if expressly deliberated, will complete the substitutes basic term of office.

Article 30: The directors of the Institute will be dispensed from tendering caution for their administrations.

**SECTION V
ON THE COUNCIL FOR INSTITUTIONAL POLICY**

Article 32: The Council for Institutional Policy is composed by members of acknowledged capacity, indicated and removed by the Management Council, that will define the number of members, with two-year terms of office, and under whose competence fall:

- I. Assist the Board in proposing to the Management Council institutional and strategic guidelines, and act in this particular area;
- II. Care for institutional, organic and functional consistence of the Institute;
- III. Propose granting of awards to individuals and companies that stand out in the areas activity of interest to the Institute, upon sanction by the Management Council; and
- IV. other activities within the scope of its competence upon request by the Management Council.

**SECTION VI
ON THE TECHNICAL-SCIENTIFIC COUNCIL**

Article 33: The Institute's Technical-scientific Council is the counseling body for analysis and reflection on technical, scientific and strategic issues of interest to the Institute, being composed of personalities active in the sector, indicated and removed by the Management Council, that will define the number of members, with two-year terms of office, and under whose competence fall the following:

- I. assist the Board in proposing technical and scientific guidelines to the Management Council, and act in this area;
- II. care for the scientific, technical and methodological consistence of the Institute;
- III. propose the regulation and granting of awards to individuals or companies that stand out in the technical areas of activity of interest to the Institute, pending sanction by the Management Council;
- IV. represent the institution in symposiums, conferences, and other events, upon request from the Board or the Management Council; and
- V. other activities within the scope of its competence upon request by the Management Council.

Paragraph: If deemed necessary by the Management Council, the Technical-scientific Council will be allowed to have among its components, with "ad hoc" counselors for specific matters and for predetermined periods of time.

**CHAPTER VII
ON GENERAL AND TRANSITORY DISPOSITIONS**

Article 34: The first Management Council will be composed of, exceptionally, the representatives of all the entities participating in the Constitution Committee, for a term of office of one year, liable to extension for a similar period, if so justify the interests of the Institute.

Paragraph: The first Board of the Institute will be indicated by the Management Council, after duly swearing in by the Assembly that approves these Statutes, and will a term of office coinciding with that of the first Management Council.

Article 35: Alteration of objectives or dissolution of the entity, with the consequent destination of its patrimony, will only be able to occur in the cases determined by the Civil Code of Law or by deliberation of two-thirds of the Associates present at the Extraordinary General Assembly convened for that particular purpose.

First Paragraph: In the event of the extinction of the Institute, its patrimony cannot be reverted to the Associates.

Second Paragraph: After payment of all debts and obligations, and performed the patrimonial balance sheet, the result will be destined to non-profit organizations, with objectives similar to those of the Institute or turned to the Research, Development or Fostering of Technology, according to the Second Paragraph of Article 8.


Article 36: The present Statutes can only be altered by deliberation of the Extraordinary General Assembly, summoned specifically for this purpose by proposal from the board or by proposal from any Commission specially designated by the Management Council depending, in any case, on the deliberation of at least two-thirds of the associates present at the Assembly.

Article 37: The associates can in no way be held liable, totally or in part, for debts contracted by the institution.

Article 38: The managers of the institution do not answer, singly or as a group, for its patrimony, or its obligations, except in the cases of excess of mandate.

Article 39: After the Institute's installation, the condition of founding associate will be opened, exceptionally, for a period of (90) ninety days to the entities who join IBQP-PR.

Curitiba, March 31st, 1997



**BRAZILIAN PROGRAM FOR
QUALITY AND PRODUCTIVITY**

- ▶ HISTORIC BACKGROUND
- ▶ MAIN CHALLENGES
- ▶ STRATEGIC REALIGNMENT



**BRAZILIAN PROGRAM FOR
QUALITY AND PRODUCTIVITY**

HISTORIC BACKGROUND

MAIN RESULTS:

- ▶ Increase in the productivity of Brazilian industry
- ▶ Creation of a quality and productivity infrastructure in the country
- ▶ Development of quality management expertise



BRAZILIAN PROGRAM FOR QUALITY AND PRODUCTIVITY

HISTORIC BACKGROUND

MAIN RESULTS: (continued)

- ▶ **Training of a critical mass of specialized personnel in quality management**
- ▶ **Establishment of quality programs at State level**
- ▶ **Significant increase of ISO 9000 certification**
- ▶ **Conformity of Brazilian products to standards, similar to imported products**



BRAZILIAN PROGRAM FOR QUALITY AND PRODUCTIVITY

MAIN CHALLENGES

- ▶ **To broaden the concept of quality**
- ▶ **To broaden the movement around quality**



BRAZILIAN PROGRAM FOR QUALITY AND PRODUCTIVITY

STRATEGIES

- ◆ National Mobilizing Goals
- ◆ Mobilizing Expression
- ◆ Project Management System
- ◆ Joint Coordination → Government / Civil Society



BRAZILIAN PROGRAM FOR QUALITY AND PRODUCTIVITY

NATIONAL MOBILIZING GOALS - SELECTED AREAS

- | | |
|--------------------------|---------------------------|
| 01 Education | 08 Culture |
| 02 Health | 09 Small Businesses |
| 03 Consumer Ed. & Info. | 10 Agriculture |
| 04 Work | 11 Industry |
| 05 Housing | 12 Exports |
| 06 Tourism | 13 Science and Technology |
| 07 Public Administration | |



BRAZILIAN PROGRAM FOR QUALITY AND PRODUCTIVITY

MOBILIZING EXPRESSION

QUALITY.

SHOW. DEMAND. LIVE.

YOU MAKE BRAZIL.



BRAZILIAN PROGRAM FOR QUALITY AND PRODUCTIVITY

NATIONAL COMMITTEE FOR QUALITY AND PRODUCTIVITY

EXECUTIVE COORDINATION

STEERING COMMITTEE (1)

STEERING COMMITTEE (n)

N.M.G. COORDINATOR (1)

N.M.G. COORDINATOR (n)

SPECIALIST (1)

SPECIALIST (n)

PROJECT MANAGER

PROJECT MANAGER



NATIONAL MOBILIZING GOALS

CULTURE

MORE BRAZIL IN THE MOVIES

“To increase the market share of Brazilian movies, in terms of ticket sales, from 5% to 20% by the year 2000.”



NATIONAL MOBILIZING GOALS

INDUSTRY

MORE COMPETITIVE INDUSTRY

“ To increase productivity by 6% per year, on average, until the year 2003.”



NATIONAL MOBILIZING GOALS

HEALTH

CONTAMINATION-FREE BLOOD

“ To achieve total quality in the processing of blood used for transfusions, by the year 2003.”



NATIONAL MOBILIZING GOALS

EDUCATION

ALL CHILDREN IN SCHOOLS, RECEIVING QUALITY EDUCATION

“To reduce the number of children, aged 7 to 14, who do not attend school by 65%, by the year 2002, and monitor the quality of teaching.”



NATIONAL MOBILIZING GOALS

TOURISM

ATTRACTING TOURISTS

“To reduce the dissatisfaction of tourists with the cleanliness of cities participating in the *Programa Nacional de Municipalização do Turismo* (National Program for Tourism on a Municipality Level) by 50%, by the year 2001.”



NATIONAL MOBILIZING GOALS

PUBLIC ADMINISTRATION

SATISFACTION WITH PUBLIC SERVICES

“To raise - at a rate of 10% a year – the satisfaction of the population with the services rendered by public institutions to 70%, by the year 2003.”



NATIONAL MOBILIZING GOALS

SMALL BUSINESSES

MORE PRODUCTIVE SMALL BUSINESSES

“To raise the productivity of small businesses by 20%, by the year 2002, through increasing the access of small businesses to modern management technologies.”



NATIONAL MOBILIZING GOALS

AGRICULTURE

AGRIBUSINESS: MORE MARKETS, MORE JOBS

“To raise the quality and the productivity of Brazilian agribusiness, thus increasing the commercialization of these products in the international market from US\$18.8 billion to US\$45 billion, generating 10 million jobs, by the year 2002.”



NATIONAL MOBILIZING GOALS

CONSUMER EDUCATION

EDUCATING AND INFORMING THE CONSUMER

“To establish a national information system on the quality of products and services and to introduce consumer education subjects in primary schools, by the year 2003. By that date, the information system should be accessed by 10 million people.”



NATIONAL MOBILIZING GOALS

WORK

WORK IS LIFE

“To reduce the fatal accident rate by 25%, increasing the number of organizations and workers that comply with the safety rules applicable to each sector, by the year 2003.”



NATIONAL MOBILIZING GOALS

EXPORTS

EXPORTS ARE NECESSARY

“To double, in percentage value, the participation of dynamic growth products on the list of Brazilian exports, thereby contributing to reaching the national target of exporting US\$100billion in goods, by the year 2002.”



NATIONAL MOBILIZING GOALS

HOUSING

CONSTRUCTION OF HOUSING WITHOUT WASTE

“To raise the conformity of basic building products to 90%, with regards to the applicable quality and safety standards, by the year 2002.”



NATIONAL MOBILIZING GOALS

SCIENCE AND TECHNOLOGY

SCIENCE AND TECHNOLOGY: GENERATING COMPETITIVENESS

“To increase Brazil’s scientific and technological capability as a support for the competitiveness of the Brazilian economy, consolidating the investments in science and technology in 1.5% of the GNP, and establishing the bases that will allow for its growth to 2% by the middle of the next decade.”

Jornal Gazeta do Povo

IBQP inaugura centro de treinamento em Curitiba

O Instituto Brasileiro de Qualidade e Produtividade no Paraná (IBQP-PR) inaugurou ontem um centro de treinamento destinado à realização de cursos, seminários e disseminação de técnicas de produtividade.

O centro de treinamento do IBQP-PR foi construído com apoio dos governos de Curitiba e do Paraná, do Sebrae e da Agência de Cooperação Internacional do Japão (Jica), com a proposta de disseminar novas técnicas para o desenvolvimento dos serviços e produtos oferecidos pelas empresas paranaenses.

O terreno onde o centro de treinamento foi construído foi doado pela prefeitura de Curitiba, as obras foram financiadas pelo governo do estado. Jica e Sebrae dotaram o novo centro com todos os equipamentos.

Com 1.400 m² de área construída, o centro é dotado de auditório, com capacidade para 146 pessoas, cabines de tradução simultânea, área de exposição,

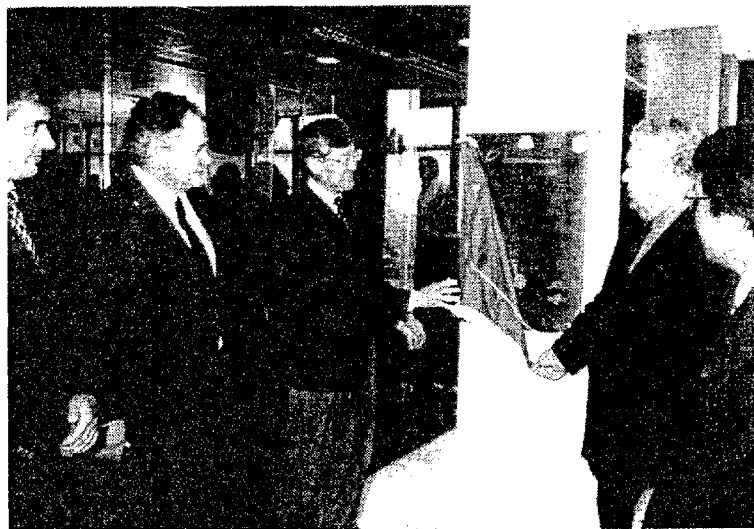
biblioteca e salas de aula totalmente equipadas com computadores de última geração.

Cursos

A partir do próximo ano, o Centro passa a oferecer cursos do Programa Nacional de Capacitação de Agentes de Produtividade (Procap) e cursos para média gerência.

O Procap é um curso desenvolvido pelo próprio Instituto, tendo como base o modelo IBQP-PR de produtividade sistêmica, ao mesmo tempo em que incorpora o aprendizado obtido junto ao setor produtivo japonês, através do projeto de cooperação técnica com o Japão, que se desenvolve no Instituto até o ano 2.000.

Já os cursos para média gerência visam repassar informações e conhecimentos de técnicas de obtenção de qualidade e produtividade, com base no modelo japonês, hoje considerado um dos mais completos e objetivos já adotados no mundo.



Jaime Lerner e Cassio Taniguchi marcaram presença na inauguração.

Centro de treinamento



O governador Jaime Lerner inaugurou ontem, terça-feira, em Curitiba o Centro de Treinamento do Instituto Brasileiro da Qualidade e Produtividade - IBQP-PR, órgão criado graças à cooperação entre o Paraná, governo do Japão e a iniciativa privada, visando o desenvolvimento dos serviços e produtos oferecidos pelas empresas paranaenses.

"Num momento difícil que passa o país, em pleno período de implantação do ajuste fiscal, o Paraná dá o exemplo demonstrando acreditar no seu

futuro, inaugurando fábricas como a Renault, a Sadia e em breve a Audi, e centros de treinamentos como o IBQP", disse o governador Jaime Lerner na solenidade de descerramento da placa inaugural do centro. Estiveram presentes o prefeito Cassio Taniguchi, o cônsul do Japão, Hiroshi Inoue, o presidente da Federação das Indústrias do Paraná, José Carlos Gomes Carvalho, e os secretários da Ciência e Tecnologia, Alex Beltrão, e da Educação, Ramiro Wahrhaftig.

Lerner inaugura Instituto de Qualidade

Com as presenças do governador Jaime Lerner, do prefeito Cássio Taniguchi, além de várias autoridades, foi inaugurado ontem o Instituto de Qualidade e Produtividade do Paraná -IBPQ. O instituto terá a finalidade de oferecer atividades para a comunidade de Curitiba e do Paraná, como cursos, treinamentos, palestras, seminários e encontros técnico.

O objetivo do centro é a de discutir pontos importantes na área da tecnologia e do meio ambiente, assim como constituir-se num ponto de apoio para o avanço da qualidade tecnológica do Paraná, visando à competição no mercado internacional. A construção do centro no Jardim Botânico, ocupará 1400 metros quadrados distribuídos em dois andares e teve a parceria do governo do Estado, do Sebrae, da Prefeitura Municipal e da



J.C. Gabardo

A inauguração do IBPQ contou com a presença de vários empresários

Agência de Cooperação Internacional do Japão.

Na ocasião, o governador Jaime Lerner falou da importância do instituto para o desenvolvimento do Paraná, bem como, o avanço social do Estado, já confirmado nas últimas eleições. "É o reconhecimento

da população de nosso Estado contra o

'catrastrofismo' do país", diz Lerner. Ao prosseguir o seu discurso, o governador lembrou da necessidade do órgão no avanço da qualidade nas áreas das ciências e tecnologia. "Nós temos que reconhecer

que estamos numa disputa, numa concorrência", concluiu, ao acrescentar que sem qualidade não se pode avançar. O prefeito Cássio Taniguchi, resumiu o evento ao dizer que o "momento era de resultado da competição acirrada, mas que resultou na implantação do IBPQ aqui no Paraná".

O prefeito lembrou da parceria entre os empresários e os políticos, como ponto chave na conquista da vinda do Instituto para o Paraná. "Os empresários paranaenses e os parceiros políticos conseguiram que a decisão fosse para a realização aqui no Paraná", ressaltou o prefeito. Já o presidente do Conselho Administrativo do Instituto, Sérgio Prosdócimo, diz que "a inauguração é o resumo do que tem acontecido no Paraná", apesar de reconhecer os problemas que ainda existem no Estado.

QUALIDADE

IBPQ inaugura Centro de Treinamento em Curitiba

Da Redação

O Instituto Brasileiro de Qualidade e Produtividade (IBPQ) inaugurou ontem, em Curitiba, seu Centro de Treinamento, que consumiu R\$ 1,5 milhão em investimento do governo estadual, Agência de Cooperação Internacional do Japão (Jica) e de recursos próprios. Estiveram presentes o governador Jaime Lerner, o prefeito Cassio Taniguchi e o cônsul-geral do Japão, Hiroshi Inoue. Vários empresários prestigiaram o evento, entre os quais o diretor-superintendente da **Folha**, João Antônio Vieira Filho.

O Centro de Treinamento do IBPQ ocupa uma área construí-

da de 1,4 mil metros quadrados, no bairro Jardim Botânico. Seu auditório tem capacidade para 150 pessoas e os equipamentos permitem tradução simultânea em até quatro idiomas. Há ainda outras quatro salas para treinamento, uma das quais no padrão TBC (Treinamento Baseado em Computador), material para cursos a distância, softwares, biblioteca e "show room" para o público.

O presidente do Instituto, Sérgio Prosdócimo, disse que o Centro de Treinamento é "a casa de toda a sociedade, representada pelas organizações modelares que integram o Conselho de Administração do Instituto". Ao finalizar, Prosdócimo criticou o



Jaime Lerner cumprimenta o presidente do IBPQ, Sérgio Prosdócimo

pessimismo, que qualificou de "doença" e disse que o IBPQ veio para "funcionar como usina de idéias e vacina contra qualquer tipo de desalento".

O mesmo tom foi empregado pelo governador Jaime Lerner,

ao responder ao discurso de Sérgio Prosdócimo. "Temos de acabar com o catastrofismo, pois essa indústria não leva a nada", afirmou. "Aqui, hoje, temos resposta ao futuro, eliminando os manipuladores da tragédia".