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1 ミニッツ

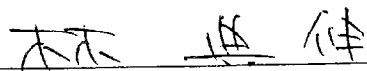
MINUTES OF DISCUSSIONS
BETWEEN THE JAPANESE FINAL EVALUATION TEAM
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT
OF THE FEDERATIVE REPUBLIC OF BRAZIL
ON THE JAPANESE TECHNICAL COOPERATION
FOR BRAZILIAN INSTITUTE OF QUALITY AND PRODUCTIVITY PROJECT

The Japanese Evaluation Team (hereinafter referred to as "the Japanese Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Norinobu Hayashi, visited the Federative Republic of Brazil from March 27 to April 14, 2000 for the purpose of evaluating jointly with the Brazilian Evaluation Team (hereinafter referred to as "the Brazilian Team") headed by Mr. Mauro Katsushi Nagashima, for Brazilian Institute of Quality and Productivity Project (hereinafter referred to as "the Project") on the basis of the Record of Discussions signed on April 20, 1995 (hereinafter referred to as "the R/D").

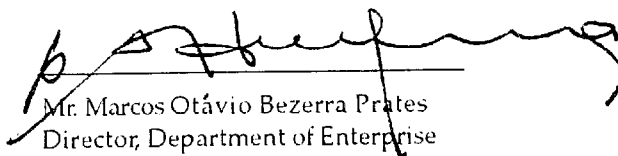
After the Joint Evaluation of the Project, the Japanese Team discussed with the authorities of the Federative Republic of Brazil concerned (hereinafter referred to as "the Brazilian side") on matters pertaining to the successful implementation of the Project.

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

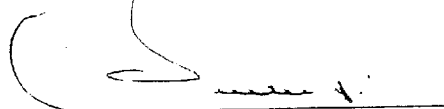
Curitiba, April 12, 2000



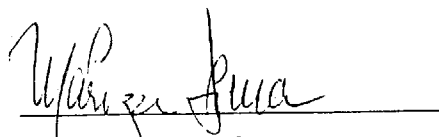
Mr. Norinobu Hayashi
Leader
Japanese Evaluation Team
Japan International Cooperation Agency
Japan



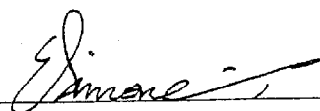
Mr. Marcos Otávio Bezerra Prates
Director, Department of Enterprise
Competitiveness
Ministry of Development, Industry and
International Trade - MDIC
Federative Republic of Brazil



Mr. Júlio Sérgio de Maya Pedorosa Moreira
President
Brazilian Service for the Support of Micro
and Small Enterprises - SEBRAE
Federative Republic of Brazil



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



Mr. Eugenio Tolstoy De Simone
General Superintendent
Brazilian Institute of Quality and
Productivity - IBQP
Federative Republic of Brazil



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

ATTACHED DOCUMENT

1 Recognition of the Joint Evaluation Report

The Joint Coordinating Committee recognized the Joint Evaluation Report for the Project submitted as the result of the joint work by both Evaluation Teams.

Both sides agreed that the Project would be terminated on May 31, 2000 as stipulated in the R/D.

2 Further Inputs to the Project until May 31, 2000

Both sides confirmed that the further inputs until the end of the Project including counterpart personnel training in Japan to be conducted by the end of Japanese Fiscal Year (JFY) 2000 are considered as follows.

2.1 Inputs by the Japanese Side

(1) Dispatch of Long-Term Experts

The technology transfer by four (4) long-term experts will be continued in the following fields:

- a) Chief Advisor
- b) Coordinator
- c) Human Resource Development and Industrial Relations (Promotion)
- d) Production Management and Related Techniques

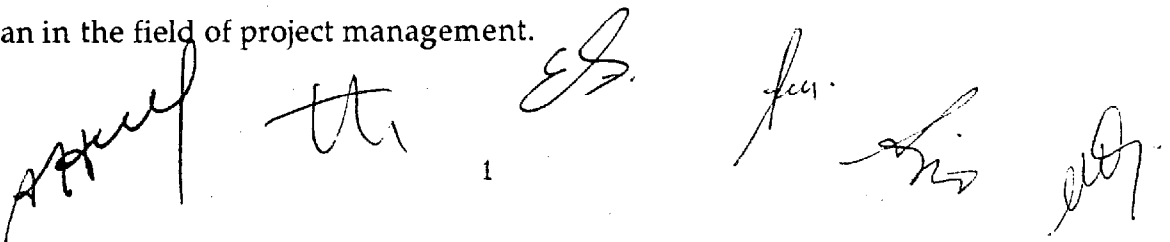
(2) Short-Term Expert

The technology transfer by two (2) short-term experts will be continued in the following fields:

- a) Development of Consultant Training Course
- b) Industrial Engineering Method and Practice

(3) Counterpart Personnel Training in Japan

One (1) counterpart personnel is scheduled to be accepted for training in Japan in the field of project management.

A series of handwritten signatures and initials in black ink, including 'A. K.', 'th', 'ES', 'fey', 'his', and 'edg'.

2.2 The Brazilian Side

To provide all the necessary inputs as agreed upon in the R/D.

3 Further Cooperation

a. The Brazilian side requested the Japanese Team to dispatch individual experts after the completion of the Project in order to enhance the technical capability of IBQP-PR, to prepare for the prospected expansion of the functions of IBQP-PR as a productivity organization which implements its activities at national level.

The Japanese Team commented to the Brazilian side that it would be quite effective to conduct complementary assistance to IBQP-PR for its institutional development in initiating nation-wide productivity improvement activities based on the fruits of the Project.

In line with the above, both sides understood the necessity of the dispatch of individual experts in the following fields and formulated the tentative terms of reference as shown in Annex 1.

- (a) Management Consulting
- (b) Productivity Promotion
- (c) Labor - Management Joint Consultation

In this connection, the Japanese Team requested the Brazilian side and the latter agreed to make the best effort to give financial support to Brazilian Institute of Quality and Productivity in Parana (hereinafter referred to as "IBQP-PR") continuously.

b. The Brazilian side explained to the Japanese Team that the Brazilian side was preparing to submit a formal request, requesting individual experts in the fields of "development of productivity indicator system" and "development of human resource training course" after the completion of the Project. The Japanese Team explained to the Brazilian side that the Japanese side would consider the possibility of dispatch of individual experts in or after Japanese Fiscal Year (JFY) 2001 according to a formal request that would be submitted by the Brazilian side.

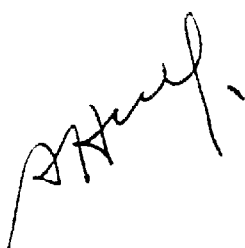
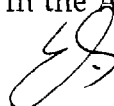
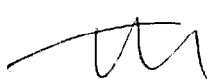
Handwritten signatures and initials:
A large signature on the left, followed by "th" and "ES".
A signature in the middle, followed by "2".
A signature on the right, followed by "S" and "107".

c. The Japanese Team explained to the Brazilian side that Country-focused Group Training Course in the field of productivity was scheduled to be conducted in around November 2000 for one (1) month, the target countries of which are Brazil, Chile and Columbia, and suggested that the latter apply for the said training course. The Brazilian side understood it.

d. The Brazilian side further explained to the Japanese Team that the Brazilian side was preparing to submit a formal request of Third Country Training Program in the field of quality and productivity. The Japanese Team informed the Brazilian side that the implementation of such other schemes of cooperation mentioned above would be decided taking into account the budgetary situation of the Japanese side, availability of necessary experts in Japan, and technical capability and sustainability of IBQP-PR. From the viewpoint of technical capability of IBQP-PR, the Japanese Team commented that IBQP-PR would be able to conduct Third Country Training Program, the target group of which are from productivity related organizations in Central and Latin America, considering the current level of IBQP-PR.

4 Attendance of the Discussions

The attendance of the discussions is as shown in the Annex 2.



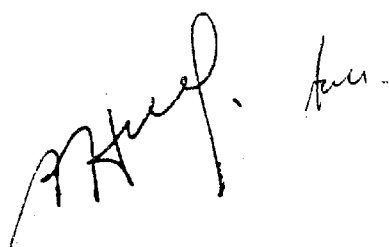
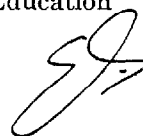
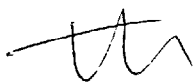
Annex 1 Tentative Terms of Reference of Individual Experts to be Dispatched

No	Field of Technology Transfer	Timing of Dispatch	Duration	Activities	Type of Activities
1	Management Consulting	around August, 2000	24 months	Overall diagnosis(Macro Consulting)	OJT
				Specific area diagnosis(Micro Consulting)	OJT
				Improving consulting manual	Proposal Making
				Management system enhancement for implementing consulting activities, including networking with outside consulting firms	Proposal Making Provision of Information
2	Productivity Promotion	around June, 2000	24 months	Networking with productivity related organizations in Brazil	OJT
				Networking with various social sectors to discuss the Brazilian concept of productivity	OJT
				Institutional Development for productivity promotion	Proposal Making
				Proposal making for member service and development of case seminar	Proposal Making
				Promotion of Labor-management joint consultation	Provision of Information
				Networking with other national productivity organizations	Provision of Information
3	Labor-management Joint Consultation	around August, 2000	2 months	Implementation of LMJC pilot project	OJT

ANNEX 2 (1/2) List of Attendance of the Discussions

[The Brazilian side]

1. MDIC
Antônio Humberto Medeiros Lemos Coordinator of Quality and Productivity
Secretary of Industrial Policy
2. SEBRAE-PR
Adílio Marcomini Milanez Director of Administration and Finance
Ivan Kuntjy Rawlyk Consultant
3. ABC
Mariza C.S. Graça Lima Coordinator
Bilateral Technical Cooperation
4. IBQP-NA
Eugenio Tolstoy De Simone General Superintendent
5. IBQP-PR
Sérgio Marcos Prosdócimo President of the Administrative Council
Lúcio Renato de Fraga Brusch Superintendent Director
Fulgêncio Torres Viruel Technical Director
6. TECPAR
Mauro Katsushi Nagashima Technical Director
7. Curitiba Cityhall
Paulo Afonso Schmidt Secretary of Education



ANNEX 2 (2/2)

[The Japanese side]

1. Evaluation Team

Norinobu Hayashi

Yoko Kato

Koh Kasuga

Takeshi Fujita

Hironori Kimura

Wataru Takada

Leader

Technical Cooperation Planning

Technical Transfer Program

Human Resources Development

Evaluation Management

Evaluation Analysis

2. Genral Consulate of Japan in Curitiba

Katsumi Yoshimura

Consul

3. Project Experts

Hirokazu Hase

Wakako Koike

Haruo Wada

Masaka Ito

Chief Advisor

Coordinator

Human Resources Development and Industrial
Relations (Promotion)

Production Management and Related
Techniques

4. JICA Office in Brasília

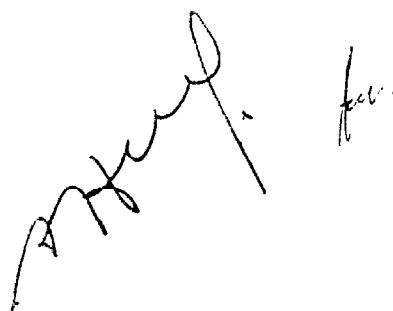
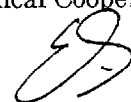
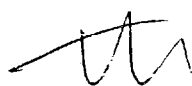
Takashi Ito

Vice Coordinator

5. JICA Office in São Paulo

Akihiro Matsumoto

Director of Technical Cooperation



2 終了時評価調査表

2 終了時評価調査表

プロジェクト方式技術協力 終了時評価調査表

作成日：平成 12 年 4 月 日

担 当：鉱工業開発協力第一課

木 村 弘 則

案 件 名	(和)ブラジル国 生産性・品質向上プロジェクト (英) Brazilian Institute of Quality and Productivity Project		
供 与 国	ブラジル連邦共和国		
協力期間(R/D 協定上)	1995 年 6 月 1 日～2000 年 5 月 31 日(5 年間)		
事業分野	社会開発／保健医療／人口家族／農林水産業／ <u>産業開発</u>		
技術協力分野	研究開発／技術普及／ <u>人材育成</u>		
相手国実施機関	ブラジル品質・生産性機構ハナ		
エバリュエーション 調査団	(担当)	(氏名)	(所属)
	団長・統括	林 典伸	国際協力事業団 鉱工業開発協力部 部長
	技術協力計画	加藤 陽子	通商産業省 通商政策局経済協力部 技術協力課 技術協力専門職
	技術移転計画	春日 洸	(財) 社会経済生産性本部 国際部 主席
	人材育成	藤田 健司	(財) 社会経済生産性本部 国際部
	評価監理	木村 弘則	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
	評価分析	高田 亘	CRC 海外協力株式会社 コンサルタント・グループ 上席研究員
エバリュエーション 調査実施日	2000 年 3 月 27 日～2000 年 4 月 14 日(19 日間)		
プロジェクトデザインマトリックス (PDM)	添付資料 (評価時点における PDM を添付)		
活動計画書 (PO)	添付資料 (評価時点における PO を添付)		
実績記入表	添付資料		

評価結果要約	
(1) 目標達成度	<p>以下の6つのほぼ成果が達成された。すなわち、1) プロジェクトの運営管理体制が確立される。2) 品質・生産性向上分野の活動に必要な機器が適切に設置、稼動、保守管理される。3) C/P の同分野の技術力が向上する。4) セミナー及び教育コースが確立、運営される。5) コンサルティング・サービスが体系的に実施される。6) 生産性向上の広報普及活動が体系的に実施される。</p> <p>1998 年、IBQP-PR は独自の生産性概念を考案し、ブラジル、特にパラナ州の現状に合った生産性運動を進めている。</p> <p>その結果、プロジェクト目標「IBQP-PR が生産性向上の技術及び知識を向上・開発することができるようになる」は、プロジェクト終了までにはほぼ達成される見込みである。</p>
(2) 案件の効果	<p>IBQP-PR の技術力向上と IBQP-PR が提唱する生産性概念の普及により、IBQP-PR の活動が公共サービス部門、商業・サービス部門に受け入れられた。</p> <p>IBQP-PR の提唱する生産性概念が包括的なものであることから、ブラジル零細・小企業サービス (SEBRAE)、通商産業開発省 (MDIC) 等から企業の競争力強化や輸出促進等、国家政策に沿ったプロジェクトを依頼されるようになった。</p> <p>他州の生産性関連機関と協同で生産性エージェント育成コースが開催され、他州機関との連携が強まった。また、「ラテン・アメリカ生産性セミナー」が、中南米各国の生産性機関の代表を招いて IBQP-PR により開催され、「ラテン・アメリカ生産性ネットワーク」創設の共同宣言が発表され将来の協力活動に関する協議が進行中である。</p> <p>これらの活動により、IBQP-PR がブラジルを代表する生産性機関として広く認知されることとなった。</p>
(3) 実施効率性	<p>IBQP-PR の所長不在の時期があったのをはじめ、カウンターパートが当初計画通りに配置されなかった。プロジェクト期間後半になって積極的に新しい職員の採用が行われたものの、離職も多く常に人員は不足した。そのため、生産性に関する技術移転を効率的に行うための工夫が必要となった。</p> <p>また、プロジェクトの初期の段階で、日伯双方が相互に理解し合い、ブラジル側のニーズと日本側の投入の食い違いを解決するために、双方が協議を重ねなければならなかった。</p> <p>1997 年後半、プロジェクト実施体制の見直しが行われた。それまでの理論／座学中心の技術移転から、より実践的な OJT に基づく移転にシフトされた。また、生産性普及分野の技術移転に対するニーズが強まった。このように柔軟に修正を行ったことで、プロジェクトの成果が達成された。その他の投入は日伯双方の努力により、質、量、タイミングとも適切に計画・実施された。</p>

(4) 当初計画の妥当性	<p>プロジェクトの上位目標「生産性向上の概念と技術が IBQP-PR によりブラジル社会に浸透する」は国家政策である“ブラジル品質・生産性プログラム (PBQP)”の目標、及び規制緩和が進む中で品質・生産性向上が急務であるブラジル企業のニーズと整合している。</p> <p>上記の国家政策実現のためには、IBQP-PR のような生産性機関を強化することにより、生産性の概念・技術の普及、企業支援、産業界の人材育成を行う必要がある。従って、プロジェクト目標は国家政策及び上位目標に沿ったものである。</p> <p>技術協力分野はパラナ州の経済、産業事情に配慮したものである。また、プロジェクト実施形態の修正、すなわち講義中心の知識移転から OJT によるより実践的な移転へのシフト、は生産性機関としての IBQP-PR の技術力を高める上で妥当であった。</p>
(5) 自立発展性の見通し	<p>IBQP-PR はプロジェクト開始とともに設置されたが、その後活動を強化してきた結果、1999 年には中央組織である IBQP-NA との統合が合意された。このことは連邦政府や SEBRAE がブラジル全国規模で活動する生産性機関としての IBQP-PR の役割を認めたことを示している。国家の生産性に関する政策の観点からみて、PBQP の推進機関としての IBQP-PR の役割と機能が今後一層強化されることが期待される。</p> <p>MDIC、SEBRAE、パラナ州、クリチバ市との連携プロジェクトが予定されており、今後増加する見込みである。</p> <p>1998 年以降の積極的な人員の採用により運営管理体制が整備された。今後全国規模に事業を拡大するためには、さらなる組織体制の強化が求められる。</p> <p>予算措置については、経常経費の大部分は SEBRAE から拠出された。IBQP-PR の自主財源による収入は 15%程度であるが、この比率は増加している。IBQP-PR はプロジェクトの終了後に向けて、SEBRAE との交渉を含め今後の予算措置を検討している。SEBRAE との関係強化が期待されることから、IBQP-PR の活動を維持するのに必要な一定の予算は確保される見込みである。</p> <p>カンターパートは主体性をもって、セミナー、教育コース、コンサルティング、普及促進活動を行っており、技術力は今後の活動を継続・発展させることができるレベルに達している。事業の拡大のため、IBQP-PR は新しい職員の採用・訓練、アウトソーシング、外部機関との連携により人材を確保しようとしている。</p>
(6) 今後の見通し	<p>プロジェクト目標はプロジェクト期間終了までに達成される見込みである。</p> <p>IBQP-PR は生産性向上活動を継続、強化できるレベルに達した。しかし、IBQP-PR は“国家生産性機関 (NPO)”として全国展開を目指す方向に動き始めたことから、そのための組織作りと活動に見合った十分な人材の確保、育成を行う必要がある。</p>

I. 協力実施プロセス

1. 要請の内容と背景	<p>コロン政権（当時）は、1990 年 6 月、輸入の自由化・外資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）運動を開始した。このプログラムには数多くの機関が参加し、当初 16 州で独自のプログラムを展開した。</p> <p>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。</p>		
2. 協力実施プロセス			
(1)要請発出	1993 年 12 月		
(2)事前調査 (担当／氏名／所属)	1994 年 3 月 6 日～1994 年 3 月 24 日		
	団長・総括	足立 芳寛	通商産業省 通商政策局技術協力課課長
	技術協力計画	岡田 俊郎	通商産業省 通商政策局総務課 通商情報広報室課長補佐
	技術移転計画	谷口 恒明	財団法人日本生産性本部 国際事業部長
	機材供与計画	大淵 統	財団法人日本生産性本部 国際事業部 海外技術協力部課長
	プロジェクト 运营管理	徳橋 和彦	国際協力事業団 鉦工業開発協力部 鉦工業開発協力課
(3)長期調査 (担当／氏名／所属)	1994 年 10 月 23 日～1994 年 11 月 7 日		
	技術協力計画	田中 弘昭	財団法人日本生産性本部 常務理事
	機材供与計画	大淵 統	財団法人日本生産性本部 海外技術協力部課長
	プロジェクト 运营管理	石井 徹弥	国際協力事業団 鉦工業開発協力部 鉦工業開発協力課

(協力実施プロジェクト続き)

(4)実施協議 (担当／氏名／所属)	1995 年 4 月 10 日～1995 年 4 月 23 日
団長・総括	田守 栄一 国際協力事業団 理事
技術協力計画	北 善次 通商産業省 北海道通産局資源部長
機材供与計画	和田 晴夫 財団法人日本生産性本部 海外技術協力部課長
プロジェクト 運営管理	石井 徹弥 国際協力事業団 鉦工業開発協力部 鉦工業開発協力課
業務調整 (現地事情調査)	西本 英子 (財)日本国際協力センター研修監理員
(5)計画打合せ (担当／氏名／所属)	1996 年 6 月 1 日～1996 年 6 月 15 日
団長・総括	山崎 章 国際協力事業団 鉦工業開発協力部次長
技術協力計画	加藤すみ子 通商産業省 通商政策局技術協力課 通商産業事務官
技術移転計画	田中 弘昭 財団法人日本生産性本部 常務理事
研修・機材計画	倉田 一男 財団法人日本生産性本部 海外技術協力部主任
業務調整	村瀬 達哉 国際協力事業団 鉦工業開発協力部 鉦工業開発協力課
(6)巡回指導 (担当／氏名／所属)	1998 年 12 月 5 日～1998 年 12 月 20 日
総括	桑島 京子 国際協力事業団 鉦工業開発協力部 鉦工業開発協力第一課課長
技術協力計画	廣岡 直道 財団法人日本生産性本部 国際本部 国際部部長
機材・研修計画	藤田 健司 財団法人日本生産性本部 国際部
協力企画	木村 弘則 国際協力事業団 鉦工業開発協力部 鉦工業開発協力第一課 職員

(協力実施プロジェクト続き)

<p>3. 協力実施過程における特記事</p> <p>(1) 実施中当初計画の変更はあったか</p> <p>(2) 実施中にプロジェクト実施体制の変更はあったか</p>	<p>ブラジル側のニーズの変化に対応して長期専門家の担当分野の見直しが行われた。</p> <p>数度にわたり実施機関の幹部の交代があった。</p>
<p>4. 他の協力事業との関連性</p>	<p>ブラジル中小企業鍛造技術向上プロジェクトが実施したセミナーに長期専門家を講師として派遣した。</p>
<p>5. 専門家派遣</p>	<p>(1) 長期専門家 12名の長期専門家が派遣された。当初の長期専門家の担当分野は以下の通り。</p> <ul style="list-style-type: none"> - チーフ・アドバイザー - 業務調整 - 現場改善 - 品質管理 - 生産管理 - 生産性測定 - 人事管理・労使関係 <p>人事管理労使関係は長期専門家の指導分野見直しに伴い、以下のサブ分野整理された。</p> <ul style="list-style-type: none"> - 人材育成・産業組織化／普及促進 - 人材育成・産業組織化／人材育成 <p>(2) 短期専門家 延べ22名。</p>
<p>6. 研修員受入</p>	<p>14名C/Pが研修のため日本に受け入れられた。さらに40名を国別特設研修(生産性向上)で受入れた。</p>
<p>7. 機材供与</p>	<p>合計847千レアル相当のコンピューター、情報機器、視聴覚機器等の機器を供与。</p>
<p>8. 総経費</p>	<p>約908百万円。</p>

II. 計画達成度

プロジェクトの要約	指標	実績	資料番号
上位目標 生産性向上の概念と技術が IBQP-PR を通してラジ社会に普及される。	1. IBQP-PR とそのネットワークの活動の拡大 2. IBQP-PR とそのネットワークの受益者の数とセクター 3. IBQP-PR の社会的認知度	1. IBQP-PR による生産性向上の概念と技術の普及の基盤が確立した。 2. 受益者の企業とセクターの数が増加しつつある。 3. 生産性向上運動の推進機関としての IBQP-PR の能力が広く認知されている。	5 6 11
プロジェクト目標 IBQP-PR が生産性向上の技術・知識を向上、開発することが可能になる。	1. IBQP-PR の活動の受益者数とセクター 2. 受益者の IBQP-PR の活動に対する満足度	1. プロジェクト開始以降受益者の企業とセクターの数が 118 に増加した。 2. IBQP-PR のサービスに対する受益者の満足度は高い。	11 9
成果 1. プロジェクトの運営管理システムが確立される。 2. 生産性向上分野の活動に必要な機器が設置、稼動、保守管理される。 3. C/P の同分野の技術力が向上する。 4. セミナー、教育コースが確立、運営される。	1-1. 組織及びスタッフの能力 1-2. 予算の収支バランス 1-3. 戦略計画と活動記録 1-4. 運営組織機構 1-5. アイデンティティ、ビジョン、コンセプト 2-1. 機器の内容と稼動状況 3-1. C/P の配置 3-2. 専門家による C/P の評価 4-1. セミナーの数とタイプ 4-2. 教育コースの数とタイプ 4-3. 教材 4-4. マニュアル	1-1. 35 の人員からなる運営組織が確立した。多くの経験あるスタッフが採用された。 1-2. 運営経費は主として SEBRAE の予算で賄われ、また、自主財源による収入は 1999 年には経費の 15% になった。 1-3. 戦略事業計画は方針という形で広報誌等の多くの文書に表明されている。 1-4. 1997 年に改定された定款で意思決定のメカニズムが確立した。 1-5. 組織のアイデンティティ、ビジョン、コンセプトが広報誌等に表明されている。 2-1. 必要な機器が適切に設置、稼動、保守管理されている。 3-1. 現在活動中の 20 名の C/P が技術力を向上させた。15 名のテンポラリー C/P が技術を習得した。 3-2. C/P の技術力が向上し、主体的に生産性向上活動を実施し、生産性をテーマにした講義を行うようになった。 4-1. セミナーが 56 回開催され、今後も継続して開催が予定されている。 4-2. 5 日間コースの PROCAP が 17 コース行われ 234 名の生産性エージェントが養成された。また、2 日間の PROCAP II に 250 名が参加した。 4-3. 教材は適切に作成されている。 4-4. マニュアルは適切に作成されている。	6 7 15 5 21 22 6 23 11-1 11-2 12 13

(計画達成度続き)

5.コンサルティング・サービスがシステムティックに実施される。	5-1.コンサルティングの数	5-1.31 の企業を含む 36 団体に対しコンサルティング・サービスが行われた。	11
	5-2.コンサルティング手法のマニュアル	5-2.コンサルティング手法のマニュアルがプロジェクトで開発された。	14
6.生産性向上の広報普及活動がシステムティックに実施される。	6-1.発行された刊行物の数	6-1.刊行物、広報誌、ホームページ等を使って広報普及活動がシステムティックに行われた。	15
	6-2.組織された連絡協議会の数	6-2.連絡協議会（生産性フォーラムが）各セクター別に開催された。	16
	6-3.ネットワーク組織の数	6-3.他州の生産性関連機関と協同してジョイント・セクターを開催することにより生産性ネットワーク組織が拡大している。	17
	6-4.賛助会員の数	6-4.賛助会員の数は 1999 年末現在 348 機関、企業である。	18
活動	投入		
1-1 必要な人員を配置する。	計画 (日本側) 1. 専門家の派遣 a) 長期専門家 チーフ・アドバイザー 業務調整 現場改善 品質管理 生産管理 生産性分析 人事管理・労使関係 b) 短期専門家 必要に応じ派遣 2. C/P の受入 毎年一定数 3. 機械、機器の供与 4. 現地費用 プロジェクト実施に必要な額 (フランス側) 1. 土地、建物、施設の提供 2. C/P の配置 IBQP-PR 所長 技術 C/P 管理スタッフ 3. 機械、機器の調達 4. 現地費用 プロジェクト実施に必要な額	実績 (日本側) 1. 専門家の派遣 a) 長期専門家 12 名の長期専門家が派遣された。当初の長期専門家の担当分野は以下の通り。 - チーフ・アドバイザー - 業務調整 - 現場改善 - 品質管理 - 生産管理 - 生産性分析 - 人材育成と産業組織化 人事管理・労使関係は長期専門家の指導分野見直しに伴い、以下のサブ分野に整理された。 - 人材育成・産業組織化／普及促進 - 人材育成・産業組織化／人材育成 b) 短期専門家 延べ 22 名。 2. 40 名 C/P が研修のため日本に受入れられた。さらに 13 名を国別特別研修（生産性向上）で受入れた。 3. 総額約 847 千レム相当のコンピュータ、その他情報機器及び視聴覚機器が供与された。 4. 総経費約 908 百万円。 (フランス側) 1. プロジェクトに必要な土地、建物、施設が提供された。 2. 現在 20 名の C/P が活動している。 3. 約 321 千レムの機械、機器の調達が行われた 4. 自主財源による収入を含め総額約 11.7 百万レムの予算が確保された。	19
1-2 活動計画を策定、モニターする。			
1-3 予算計画を策定し適切に実行する。			
1-4 管理運営システムを確立・運営する。			
1-5 IBQP-PR のステートメントを策定・表明する。			
2-1 必要な機器を調達し設置する。			
2-2 機器を操作、維持管理する。			
3-1 OJT により C/P の技術力を評価する。			
3-2 C/P への技術移転計画を策定する。			
3-3 C/P への技術移転を実施する。			
3-4 C/P への技術移転の結果を評価する。			
4-1 活動計画を策定する。			
4-2 セミナと教育コースの内容を開発する。			
4-3 セミナと教育コースの教材を制作する。			
4-4 セミナと教育コースを実施する。			
4-5 活動結果を評価する。			
5-1 活動計画を策定する。			
5-2 コンサルティング・モデルを確定する。			
5-3 顧客を確認し交渉する。			
5-4 コンサルティングを実施する。			
5-5 コンサルティングの結果を評価する。			
6-1 活動計画を策定する。			
6-2 広報用マーケティング・ツールを開発する。			
6-3 広報、ネットワーク活動を実施する。			
6-4 活動結果を評価する。			
			20
			21
			25
			6
			22

III. 5 項目評価結果

1. 目標達成度

	達成度及び達成阻害要因	参照
1. 成果	<p>1. プロジェクトの管理運営システムが確立する。</p> <p>- IBQP-PR はプロジェクト開始直前（1995 年 1 月）に設立された。プロジェクトの開始以降、最高意志決定機関である評議委員会、所長、プロジェクト・コーディネーター、5 つの技術部と管理部からなる IBQP-PR の組織（2000 年 3 月現在のスタッフ数 35 名）が整備され、管理運営システムが確立した。</p> <p>- IBQP-PR 幹部の積極的な努力により、特に後半の 2 年間で多くの経験あるスタッフが採用された。しかし、技術スタッフの数は組織のスムーズな運営にはまだ不足しており、企業支援、知識管理、労使関係、生産性運動、調査研究の各部で人員の増員がのぞましい。</p> <p>- プロジェクト開始当時評議委員会の機能が明確でなかったが、1997 年の定款改定により意志決定のメカニズムが確立され、重要事項は評議委員会で討議されている。</p> <p>- プロジェクト実施に関する事項は日伯間の定例会議で討議された（ブラジル側ディレクター、マネージャー、日本人専門家によるウィークリー・ミーティング及びディレクター、チーフ・アドバイザー、コーディネーター間のウィークリー・ミーティング）。これらの定例会議に加え、必要に応じ会議を行い問題解決を図った。</p> <p>- IBQP-PR の経費は主に SEBRAE の拠出金で賄われた。コンサルティング・サービス、教育コース等の自主財源による収入が増加しており、1999 年で経費の約 15% になっている。</p> <p>- IBQP-PR の戦略事業計画が広報誌等の多くの文書に表明されたが実際の事業計画として体系的にはとりまとめられなかった。むしろ日伯双方の合意によるプロジェクトの活動計画が IBQP-PR の活動計画のベースとして扱われた。</p> <p>- IBQP-PR のアイデンティティ、ミッションがパンフレット、広報誌上で表明された他、セミナーでも紹介されている。</p> <p>2. 生産性向上分野の活動に必要な機器が設置、稼動、保守管理される。</p> <p>- 質量ともに十分な機器がプロジェクト実施のために供与され、使用されている。</p> <p>- 1998 年に建設された研修センターの中の視聴覚ホールと会議室は生産性概念の普及や最新の生産性の話題に関するセミナーやワークショップに頻繁に使用されている。</p>	<p>添付資料 5 添付資料 6</p> <p>添付資料 6</p> <p>添付資料 5-3</p> <p>添付資料 5-4</p> <p>添付資料 7</p> <p>添付資料 4</p> <p>添付資料 15</p> <p>添付資料 21 添付資料 22</p> <p>添付資料 8</p>

	<p>- コンピューター及びその他の情報機器が報告書や教材の作成、また、内部の連絡に有効に使用された。</p> <p>- 視聴覚機器の保守管理は業者との請負契約で定期的に行われている。ソフトウェアと情報機器に関しては、2名の担当者が保守管理を行い、IBQP-PR 独自で新しい機器の調達やアップグレードを行っている。</p> <p>3. C/P の同分野の技術力が向上する。</p> <p>- 知識移転期間と位置づけたプロジェクト前半期(1998年6月迄)においては、前半期のみ技術移転を受け後半期は各州の生産性機関に戻って活動するテンポラリー・カウンターパート15名と、全プロジェクト期間を通して育成されるカウンターパート6名に対して技術移転が行われた。</p> <p>- テンポラリー・カウンターパートは生産性に関する知識・技術を向上させ、プロジェクトで習得した技術を基にコンサルティング等の活動を行っている。</p> <p>- プロジェクト開始当初からのカウンターパート及びプロジェクト後半に配属されたカウンターパートの技術力の向上の状況は以下の通りである。</p> <p>[企業支援(担当部:TA):生産管理/品質管理の専門家担当]</p> <p>- プロジェクト期間中4名のカウンターパートに対し技術移転が行われたが、学習意欲があり経営コンサルティング及び現場における品質改善の技術を習得した。プロジェクト開始当初からのカウンターパートは4名中1名のみで、このグループに対する技術移転期間は比較的短期間であるため、今後さらに実践で経験をつむことが期待される。</p> <p>[生産性普及促進(担当部:KM)人材育成・産業組織化/普及促進専門家担当]</p> <p>- プロジェクト期間中4名のカウンターパートに対し技術移転が行われた。プロジェクト開始当初からのカウンターパート1名が退職し3名が残った。彼等は生産性概念、労使協調の必要性、付加価値等の講義が行えるようになった。また、生産性普及セミナー、パラナ州における社会各層間の連絡協議会等の各種イベントを企画、実施できる能力を習得した。しかしながら、IBQP-PR のブラジル全土での事業展開が合意されたことによる普及活動の拡大には実地経験を積む必要がある。</p> <p>- 労使関係については、前半期は知識移転が中心であったが、1998年10月のエボ前所長訪日研修以降、協力の必要性に関する認識が双方で高まり、短期専門家を中心に技術協力を行った。その結果、IBQP-PR に労使関係部門が設置され、カウンターパート人材も採用された。労使関係部門では、ブラジル労使の生産性と労使協力に関する現状調査、労使協力モデルの開発を行った。カウンターパート1名は、生産性と労使協力、労使協議性の実施方法に関する講義、労働組合に対する連絡協議会の企画・運営が実施できるようになった。</p>	<p>添付資料 10</p> <p>添付資料 6</p> <p>添付資料 23-1/2</p> <p>添付資料 23-3</p>
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	<p>[人材育成(担当部: KM)]</p> <ul style="list-style-type: none"> - 技術移転を受けた5名のカウンターパート中1名はプロジェクト開始時からのカウンターパートで他の4名は後に採用された。また、1名が管理部に異動したのでプロジェクト終了時では4名が残ることになる。彼等は生産性概念、人材育成、管理職の役割等について講義が行えるようになり、また、生産性エージェント養成コース(PROCAP)を企画、開発、実施できる能力を習得した。 <p>[生産性測定(担当部: R&D)]</p> <ul style="list-style-type: none"> - 3名のカウンターパートに対し技術移転が行われたが、1名が当初からのカウンターパートで2名は後半に採用されたものである。1名が退職したため、プロジェクト期間終了時には2名が残ることになる。この分野の長期専門家の指導は1998年3月に終了し、それ以降の技術移転は短期専門家によって行われた。カウンターパートは付加価値生産性等の生産性指数、労働配分について講義を行えるようになった。また、個別企業あるいは産業セクターレベルの付加価値生産性を分析、診断報告書の作成、生産性の統計データの作成を行う能力を習得した。 - カウンターパートの講義は研修生や参加者から高い評価を得ている。 <p>4. セミナー、教育コースが確立、運営される。</p> <ul style="list-style-type: none"> - 2000年2月末までに、56の生産性に関するセミナーが開催され、プロジェクト終了までにも多くの開催が予定されている。 - また、2000年2月末までに、17の生産性エージェント養成コース(PROCAPⅢ: 40時間コース)が合計234名の研修生に対し実施された。さらに、生産性エージェント養成コース(PROCAPⅠ: 1～2日コース)が合計250名の参加を得て、パナ州の内外で3回実施された。 - セミナーや教育コースに対する参加者の評価は総じて良好である。 <p>5. コンサルティング・サービスがシステマチックに実施される。</p> <ul style="list-style-type: none"> - 31の企業を含む37の団体に対しコンサルティング・サービスが行われた。 - IBQP-PRのサービスを受けた顧客の満足度は高い。 - コンサルティング事業はプロジェクトで開発したコンサルティング・マニュアルをベースに実施された。 - このグループではTAのリーダーを中心に新人に対する教育体制が確立した。 	<p>添付資料 23-4</p> <p>添付資料 23-5</p> <p>添付資料 11-4</p> <p>添付資料 11-2</p> <p>添付資料 9-1/2</p> <p>添付資料 11-3</p> <p>添付資料 9-3</p> <p>添付資料 13-1</p> <p>添付資料 13-2</p>
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(目標達成度結果続き)

	<p>6. 生産性向上の広報普及活動が体系的に実施される。</p> <ul style="list-style-type: none"> - 広報及び普及のための活動が IBQP-PR のパンフレット、広報誌（合計 31 回発行）、インターネット・ホームページ、その他のメディアを使って実施された。 - パンフレットや広報誌を含む刊行物は 28 アイテムに及ぶ。 - インターネット・ホームページは頻繁に更新され常に最新情報が提供されている。 - 生産性をテーマにしたセミナーが 56 回開催された。これらのセミナーは参加者に高く評価されている。 - 連絡協議会（生産性フォーラム）がセクター別に（政／学／労／使、消費者、NGO）各 1 回開かれた。次回の開催もセクター別に予定されている。 - IBQP-PR は他州の生産性関連機関とのジョイント・セミナーを含め、工業連盟、労働組合、公共機関等とともにジョイント・セミナーを 26 回開催した。 <p>さらに、2000 年 1 月には、各機関代表や、ブラジル国内の各出身機関に戻っているテンポラリー・カンターパート達の参加を得てラテン・アメリカ生産性セミナーが開催された。これらの機関とは定期的な情報交換が保たれている。</p> <ul style="list-style-type: none"> - 賛助会員の企業・機関数は 348 である。会員にはセミナー参加費の割引、生産性に関する情報提供等のサービスが行われた。賛助会員の管理はメンバーのデータベースを維持することで標準化されている。 	<p>添付資料 15</p> <p>添付資料 15</p> <p>添付資料 15</p> <p>添付資料 18-1</p> <p>添付資料 16</p> <p>添付資料 11-1</p> <p>添付資料 11-1</p> <p>添付資料 18</p>
2. プロジェクト目標	<p>PDM のプロジェクト要約の詳細内容欄に記述されたプロジェクト目標、「IBQP-PR が生産性向上の技術と知識を向上・開発できるようになる」は以下の点からプロジェクト期間内にはほぼ達成される見込みである。</p> <ul style="list-style-type: none"> - IBQP-PR はブラジル特にパラナ州の現状に合った形でその生産性概念「システムティック・プロダクティビティー」を開発した。また、生産性運動の推進、コンサルティング・サービス、教育コースの開発等の実践的な活動を実施する能力を習得した。 - プロジェクトの後半期に入り、受益者の数とセクターが着実に増加している。 - 受益者の IBQP-PR のサービスに対する満足度は高い。 - 2000 年 5 月にクリチバ市において「国際生産性シンポジウム」の開催が予定されている。IBQP-PR の能力はシンポジウムを企画、実施できるまでに向上した。 	<p>添付資料 11</p> <p>添付資料 9</p>
阻害要因	<ul style="list-style-type: none"> - 1999 年 1 月の通貨危機によるブラジル経済の不況のため、賛助会員やセミナーのスポンサー企業の数が増加しなかった。 	<p>添付資料 18-1</p>

2. 案件の効果

	効果の内容	参照
1. 直接的効果 (「プロジェクト目標」レベル)	<p>(1) 予期された効果</p> <ul style="list-style-type: none"> - パラ州において、IBQP-PR の生産性に関する技術及び IBQP-PR が提唱する生産性概念に対する理解が高まっている。同時にパラ州における唯一の生産性機関としての IBQP-PR の認知度が高まりつつある。MDIC、SEBRAE、パラ州、クリチバ市等の関連機関は IBQP-PR の生産性向上への貢献を期待している。特に SEBRAE は施策の一環として中小企業コンサルティング・サービスと中小企業の生産性分析に関する業務を IBQP-PR に委託した。 - モデル企業（家具製造業）に対して行ったコンサルティング・サービスが好評で、家具製造業でのグループ診断等の新規顧客の獲得につながった。 <p>(2) 予期されなかった効果</p> <ul style="list-style-type: none"> - IBQP-PR の品質・生産性向上活動は主に製造業を主な対象業種と想定していたが、クリチバ市、パラ州政府の公共セクターにおいても品質・生産性向上のニーズがあったことから、IBQP-PR はクリチバ市より学校施設の保守管理、交通局の改善活動等の事業を受注することとなった。この分野の活動を活発化することによりクリチバ市及びパラ州政府との連携強化が期待される。 	添付資料 11-3
2. 間接的効果 (「上位目標」レベル)	<p>PDM のプロジェクト要約の詳細内容欄に記述された上位目標、「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普及される」の達成状況は以下の通りである。</p> <ul style="list-style-type: none"> - IBQP-PR の技術力向上にともなって、受益者の数とセクターが増加し、生産性概念に対する社会的認知と理解が高まった。このように、IBQP-PR による生産性向上の概念と技術の普及の基盤が確立した。 - IBQP-PR の、PBQP の推進機関として品質・生産性向上に関する企業支援活動、生産性普及活動、人材育成活動を実施する能力が連邦政府レベルで良く認知されており、IBQP-PR が全国レベルで NPO として活動を実施することが合意された。 - IBQP-PR が提唱する生産性概念が単にモノの生産のみならず、企業経営、雇用、社会経済開発にも関連した包括的な概念である。このことから、生産性分野のみならず、企業の競争力強化、輸出促進といった国家政策に沿った分野のプロジェクトの依頼が SEBRAE 及び MDIC から IBQP-PR に持ち込まれた。 - 2000 年 1 月、中南米 8 개국を招いて「ラテン・アメリカ生産性セミナー」が開かれ、「ラテン・アメリカ生産性ネットワーク」を創設して定期的に会合を持ち情報交換することが合意された。また、IBQP-PR は 2000 年 5 月に「国際生産性シンポジウム」の開催を予定している。この種のシンポジウムやセミナーを機に他州や他国の品質・生産性機関との協力が強化された。例えば、PROCAP セミナーがセアラ州で開催され、今後の協力についてベネズエラとコロンビアとの間の協議が 	

	行われている。	
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(案件の効果続き)

阻害要因	- IBQP-PR の大半の幹部やスタッフがプロジェクトの後半に配属されたため、元メンバー・カンターパート達との人的コンタクトが多くなり、連携、協力が期待されたほどに行われなかった。	添付資料 16
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3.実施効率性

<p>(1) 投入の質、量、タイミング</p>	<p>(日本側)</p> <p>日本側の投入はプロジェクト開始時に作成した計画に従って行われた。計画は日本側ミッションの現地訪問時に確認された IBQP-PR のニーズの変化に対応して修正された。</p> <p>1) 専門家の派遣</p> <p>- 12 名の長期専門家と 22 名の短期専門家が派遣されプロジェクトの成果達成に貢献した。プロジェクトの初期の段階で、相互理解の不足によりブラジル側のニーズと日本の投入に間にずれが生じた。当初、長期専門家の担当分野は 5 分野（生産管理、品質管理、現場改善、生産性分析、人事管理・労使関係）であった。これらの分野は IBQP-PR の要請（コンサルティング・サービスを主とする企業支援に必要な実践的な技術の移転を中心にする、生産性普及分野の技術移転をおこなうこと）により見直しがなされた。要請に応じて 4 分野で指導を行った（企業支援、生産性普及促進、人材育成及び生産性測定）。1999 年には、外部向けの活動を活性化したいとの IBQP-PR の意向に応じて、10 名の短期専門家がより特化した分野に集中的に派遣された。技術指導分野、派遣のタイミングと期間、専門家の質は適切であった。</p> <p>2) 機材</p> <p>- 価格と保守管理を考慮して殆どの機器を現地調達したのは適切であった。IBQP-PR の活動にとってコンピューター、その他の情報機器、セミナー視聴覚機器は必須であり、最大限使用された。1998 年に完成した視聴覚ホール用に供与された機器は質量ともにホールの目的に適したものであった。</p> <p>3) 研修員受入れ</p> <p>- 殆どの技術スタッフが日本でのカウンターパート研修または国別特設研修を受けた。日本の現状を観るにより移転された技術の内容に対する理解を一層深めた。日本での研修を終えたカウンターパートはプロジェクトの活動で指導的な役割を果たしている。さらに国別特設研修には IBQP-PR のスタッフ以外からも参加者を得た。参加者との関係強化はプロジェクト活動の活性化に貢献した。</p> <p>4) ローカルコスト負担</p> <p>- ローカルコスト負担は適切であった。</p> <p>- 2000 年 1 月に「ラテン・アメリカ生産性セミナー」が開催されたが、その費用の大半が日本側で負担された。このセミナーは成功裡に終了し、実施のタイミング、期間、規模ともに適切であった。</p>	<p>添付資料 19</p> <p>添付資料 21</p> <p>添付資料 8</p> <p>添付資料 20</p> <p>添付資料 25</p>
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(実施効率性続き)

	<p>(ﾌﾟﾗｼﾞﾝｸﾞ側)</p> <p>1) ｶｳﾝﾀｰﾊﾟｰﾄの配置</p> <p>- 当初 10 名のｶｳﾝﾀｰﾊﾟｰﾄが採用される計画であったが、6 名が配置されるにとどまった。さらに、ﾌﾟﾛｼﾞｪｸﾄ期間の後半にも多くの退職者があったことから。そのため、ﾌﾟﾛｼﾞｪｸﾄ開始時から現在まで在職しているｶｳﾝﾀｰﾊﾟｰﾄは 4 名である。新しいｽﾀｯﾌﾞが後半に積極的に採用され、これらに対しても同様に技術移転が行われたが、解雇、退職が頻繁にあり、経験のあるｽﾀｯﾌﾞは常に不足していた。現在では、各事業部とも 3～4 名の構成で、この数は IBQP-PR の現在の活動を実施するには十分とはいえない。</p> <p>- ﾌﾟﾛｼﾞｪｸﾄの前半で、15 名のﾃﾝﾎﾟﾗﾘｰ・ｶｳﾝﾀｰﾊﾟｰﾄが配置され、前半期終了時に出身の機関に戻った。後半期には、ﾃﾝﾎﾟﾗﾘｰ・ｶｳﾝﾀｰﾊﾟｰﾄの配置を取り止め、300 名の生産性ｴｰｼﾞｪﾝﾄを養成する方針 SEBRAE がにより提案された。当初、現場経験がなく職務経験が技術移転の内容に合っていないｶｳﾝﾀｰﾊﾟｰﾄも見られたが、総じて十分な能力があり、技術習得に熱心であった。</p> <p>- 所長不在の期間があった(1997 年 4 月～1998 年 3 月)。この期間、組織のﾍﾞｼﾞｵﾝ、戦略が明確でなかった。</p> <p>2) ﾛｰｶﾙｺｽﾄ負担</p> <p>- 合計約 11.7 百万ﾚｱﾙ(ﾌﾟﾛｼﾞｪｸﾄ終了時の予定額)の予算が配分された。この額は SEBRAE の予算(8.4 百万ﾚｱﾙ)、ﾊﾟﾗﾅ州政府の補助金(1.2 百万ﾚｱﾙ)、自主財源(2.1 百万ﾚｱﾙ)により賄われた。収入の大半を占める SEBRAE の支払が遅れることがあったが、予算措置は計画通り行われた。</p> <p>3) 機械・機器の調達</p> <p>- 情報機器が IBQP-PR の費用で IBQP-PR の担当者により管理され、必要なｱｯﾌﾟｸﾞﾚｰﾄﾞが行われた。視聴覚機器の保守管理は業者への外注で行われた。</p>	<p>添付資料 6</p> <p>添付資料 7</p> <p>添付資料 22</p>
<p>(2) 投入の質、量、ﾀｲﾐﾝｸﾞと成果の妥当性</p>	<p>上記の投入によりﾌﾟﾛｼﾞｪｸﾄは以下の成果を上げた。</p> <ul style="list-style-type: none"> - IBQP-PR の運営管理ｼｽﾃﾑの確立 - 適切な機器の稼動と保守管理 - 品質・生産性分野におけるｶｳﾝﾀｰﾊﾟｰﾄの能力向上 - セﾐﾅｰと教育ｺｰｽの実施管理ｼｽﾃﾑの確立 - ｺﾝｻﾙﾃｲﾝｸﾞ・ｻｰﾋﾞｽの実施・運営ｼｽﾃﾑの確立 - 広報、普及促進活動の実施・運営ｼｽﾃﾑの確立 <p>このように、ﾌﾟﾛｼﾞｪｸﾄの成果が計画通り達成された。従って、投入の質、量、ﾀｲﾐﾝｸﾞは適切と判断される。</p>	

(実施効率性続き)

(3) 支援体制	<ul style="list-style-type: none"> - 合同調整委員会が調査団の派遣に合わせて開催され、プロジェクトの進捗状況と今後の進め方を確認した。 - 国内委員会事務局（JPC-SED）がタイムリーに必要な品質・生産性に関する情報を提供した。また、専門家からの問い合わせに e-mail で対応するなど迅速な情報提供を行った。 - 国内委員会は、ほぼ年 2 回開催され国内委員よりプロジェクトに対する助言・提言が提供された。 	添付資料 24
(4) 他の協力との連携	<ul style="list-style-type: none"> - カトリック大学（PUC-PR）と協同で生産性専門の経営学修士コースが開発され、1999 年 8 月より実施されている。 - 国際生産性サービス（IPS）との協力で、IBQP-PR 主催により、2000 年 5 月末に第 9 回国際生産性シンポジウムを開催する予定である。 - JICA「中小企業鍛造技術向上プロジェクト」が実施するセミナーに、長期専門家が講師派遣という形で協力した。 	
(5) 日本側調査団の利用	<ul style="list-style-type: none"> - 調査団派遣時の協議の結果は、プロジェクトの運営管理に反映された。特に 1998 年に派遣された巡回指導調査団において、ブラジル側より OJT 中心の技術移転とすることを要請され、それに沿った形で活動計画を策定し、その後修正をくわえつつプロジェクトを推進している。 	添付資料 24

4. 計画の妥当性

1. 上位目標の妥当性	<p>(1) 国家政策との整合性</p> <ul style="list-style-type: none"> - 品質・生産性に関する政策であるブラジル品質生産性プログラムは前コロン大統領により開始されたものだが、現カルドゾ現大統領も引き続き 2003 年まで同プログラムを強化して取り組む姿勢を示している。同プログラムを具現化するためには、IBQP-PR のような生産性推進機関を育て、各企業への支援、産業界への人材育成、生産性統計の整備等を実施する必要がある、上位目標は国家の政策と整合している。 <p>(2) 受益者（企業、国民）ニーズとの整合性</p> <ul style="list-style-type: none"> - 1990 年以降、ブラジルは輸入自由化、外資の導入、国営企業の民営化を進めており、1999 年 1 月の通貨危機後の不況の中で、各企業は生き残りに向けて厳しい状況に直面している。特に、中小企業は競争力強化のため、品質・生産性向上が課題となっている。 - 同時に、失業問題の緩和と労使関係の改善が重要課題である。生産性向上運動が雇用機会の拡大に貢献するものであることから、生産性機関の設立と運動の推進はブラジルの国民生活の質の向上の手段と考えられる。 - このように上位目標は受益者のニーズに合致している。
2. プロジェクト目標の妥当性	<p>(1) 上位目標との整合性</p> <ul style="list-style-type: none"> - IBQP-PR の能力向上により生産性向上の技術、生産性概念、生産性指数が産業界、労働界及びパラナ州の行政機関等に普及されと考えられる。従って、プロジェクト目標は上位目標と整合している。 <p>(2) 実施機関の組織ニーズとの整合性</p> <ul style="list-style-type: none"> - IBQP-PR は「生産性に関するリファレンス機関となる」ことを期待しており、品質という個別的経営機能ではなく、経営全体から生産性を診断し、指導する能力の習得及び生産性概念を広く普及することにより組織的な独自性を持つことを期待していた。そうしたことから、プロジェクト目標は IBQP-PR のニーズと合致したものといえる。
3. プロジェクト・デザインの妥当性	<ul style="list-style-type: none"> - 技術移転分野はブラジル及びパラナ州の経済情勢、産業の特徴を考慮しているものであり妥当であった。 - プロジェクト期間の前半は知識移転に重点を置いた技術移転が行われた。しかし、IBQP-PR の要請に応じて、OJT によるより実践的な技術移転にシフトされた。プロジェクトの後半における計画策定は妥当であった。 - テンポラリー・カウンターパートについては、当初明確な研修計画の欠如による混乱が見られた。その後 OJT 等によるより実践的な活動に修正された。 - また、IBQP-PR 幹部の戦略変更により、プロジェクト後半期に、現場における生産性・品質向上技術から、生産性向上のための企業経営技術に対する優先度が高まり、かつ生産性運動の普及促進活動の重要性も高まったことから、指導分野の見直しを行った。さらに、99 年度からは労使関係に関する協力の必要性が高まり、短期専門家派遣を中心に技術協力を実施した。 <p>全体的に計画策定と計画の修正は適切であったと考えられる。</p>

5. 自立発展の見通し

<p>1. 制度的側面</p>	<p>(1) 政府の政策における実施機関の役割</p> <ul style="list-style-type: none"> - IBQP-NA と IBQP-PR の統一及び IBQP-PR の NPO としての全国レベルでの活動の拡大が評議委員会で合意された。従って、IBQP-PR の PBQP の推進機関としての役割の強化が期待される。また、MDIC とは協同プロジェクトを検討中で連邦政府レベルの支援・提携の継続、強化が期待される。 - パラ州及びクリチバ市の関係当局が IBQP-PR を継続的に支援する意向を表明している。 <p>(2) 外部機関との協力</p> <ul style="list-style-type: none"> - 競争力と購買力強化をテーマにした委員会に関する事業を IBQP-PR に対して依頼するなど SEBRAE との協力プロジェクトの数が増加しており、SEBRAE の IBQP-PR に対する期待が膨らんでいることを示している。 - PUC-PR 大学との協力による生産性修士コースは引き続き行われる見込みである。 - 労働組合との関係が強化され、労使協議モデルの開発、組合メンバーに対する研修コース、生産性指数に関する協同研究等の具体的な協力が進められることが期待される。 <p>(3) 実施機関の運営管理</p> <ul style="list-style-type: none"> - 1998 年以降の積極的なスタッフの採用により運営システムと管理システムが確立した。全国レベルでの活動の拡大が期待されるので、さらなる組織的強化が望まれる。 - 生産性機関としてのミッション、生産性概念の基礎が確立されている。
<p>2. 財政的側面</p>	<p>(1) 予算の見通し</p> <ul style="list-style-type: none"> - 経常経費の大半は SEBRAE の予算で賄われた。自己収入の全運営費に対する割合は 1999 年には 15% に増加した。SEBRAE からの拠出金プロジェクト終了とともになくなるが、引き続き得られるよう SEBRAE と交渉中である。上述の通り SEBRAE との関係は強化されており、IBQP-PR の活動に必要な一定の予算が確保されることが期待される。 - また、MDIC、パラ州政府、クリチバ市も IBQP-PR への財政支援について検討している。 <p>(2) 機材の保守管理の見通し</p> <ul style="list-style-type: none"> - 機材の保守管理はソフトウェアのアップグレードも含めて行われており、今後も必要な予算措置が継続されるものと期待される。

(自立発展の見通し続き)

3. 技術的側面	<ul style="list-style-type: none">- カウンターパートは独自にセミナー、教育コース、コンサルティング・サービス及び普及活動を実施できるようになった。カウンターパートが今後も引き続き知識、技術を研鑽し、サービスの質が向上することが期待される。- すべての新人スタッフは PROCAP のコースを受講し生産性運動の基礎を学び、その後先輩スタッフの指導のもと OJT を実施しており、これにより組織内の技術の伝達が可能になった。- 機器の保守管理は IBQP-PR のスタッフあるいは契約した業者により定期的に行われている。- 活動の増加により IBQP-PR 内部のマンパワーの不足が明らかになった。アウトソーシングや外部コンサルタントの組織化に加え、今後の需要に備えて新規にスタッフを採用、育成する必要がある。
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IV. プロジェクトの展望及び提言・教訓

1. 協力期間延長の要否	<p>要／<u>不要</u> (理由) 協力期間内にプロジェクト目標を達成し、計画通り終了する。</p>
2. 提言	<p>(1) 上位機関（ABC、MDIC、SEBRAE、及び IBQP-NA）への提言</p> <p>1) IBQP-PR と IBQP-NA の統合を早急に進めるべきである。</p> <p>2) IBQP-PR が PBQP の推進機関として生産性運動に対する国民的理解を促進し、生産性機関の概念を広く国民に紹介することが期待される。IBQP-PR がこの役割を果たすためには、政府機関が財政支援を始めとする包括的な支援を継続することが重要である。</p> <p>3) PBQP の効果的な推進のために、関係上位機関が産業界に生産性運動の意義と必要性について啓蒙を図るである。</p> <p>(2) IBQP-PR への提言</p> <p>IBQP-PR が、プロジェクト期間中に行われた諸活動を維持・発展させ、生産性機関としての活動をパラ州、さらには将来的にブラジル全土で実施するためには、下記の点に留意されるべきである。</p> <p>1) IBQP-PR は活動の方向性ならびに目標に応じた優先分野を再検討すべきである。また、活動の増加に合わせ、必要に応じて組織体制の見直し、人材の確保を行うべきである。</p> <p>2) IBQP-PR は、スタッフ間で移転された技術を共有し、産業レベルで実践的な生産性向上を推進できる機関になるべきである。</p> <p>3) 将来 IBQP-PR が自己収入をさらに増加させるためには、コンサルティング、人材育成、生産性に関する調査研究等のサービスを引き続き強化すべきである。特に、企業支援の一部としてのコンサルティングは IBQP-PR にとって非常に重要であることから、顧客の様々なニーズに対応できるようスタッフの強化を図るべきであり、これは財政的にも IBQP-PR を支えることになる。</p> <p>4) 同時に、IBQP-PR は連邦政府、パラ州、クリチバ市、SEBRAE、ブラジル産業界の中央機関、工業連盟、労働組合等のステークホルダーと定期的なコミュニケーションを維持し、それぞれのニーズを把握することによって新しい事業を開拓すべきである。また、IBQP-PR は賛助会員企業に提供しているサービスのレベルを向上し、それにより産業界全体の IBQP-PR に対する信頼感の醸成、会費収入の増加を図るべきである。</p> <p>5) IBQP-PR は、他の生産性機関の経験を分析し、かつ、ブラジル社会各層と密接な交流常に行うことにより、ブラジルに適した生産性概念、労使関係モデルを含む生産性向上手法／ツールを改良する努力を傾注すべきである。この点においても、IBQP-PR にとって生産性普及分野での人材育成は極めて重要である。</p> <p>6) IBQP-PR は教育コースやコンサルティング・サービスに対する需要の増加に対応して外部の人材（コンサルタント、トレーナー）の組織化／リクルートの可能性を検討すべきである。</p> <p>7) プロジェクトの実施により得られた経験、知識を普及するために、IBQP-PR はラテン・アメリカ生産性ネットワークにおける協力活動を推進する必要がある。</p> <p>8) IBQP-PR がブラジルにおける生産性センターとなるためには、常に変化する環境に適した技術を習得しようとする強い向上心と生産性概念の普及に対する決意を持ったスタッフの確保が必要である。</p>

(2)教訓	<p>1) 生産性のようなソフト分野の技術移転を行う場合、相手国の人々にとってプロジェクトの成果が見えづらいために、技術移転の進捗状況、目標の達成度等について、双方で共有化しにくい問題がある。従って、プロジェクト目標達成に対する現在の活動の位置付け、及びその進捗状況を、双方で絶えず確認しつつ、技術移転を進める必要がある。</p> <p>2) 効果的に技術を移転するために、技術移転の順序として、知識移転を前半期、OJT 活動を主に後半期に実施することが多いが、この場合、前半期に外部活動が実施されないことから、技術移転の受手から成果が目に見えないとの不満が上がることが多い。従って、技術協力全体における各知識移転項目位置付け及びその必要性について相互理解を得ることが重要であるとともに、技術移転のサイクルを協力期間全体で 1 サイクルとは考えず、例えば、1 年の「知識移転」及び「OJT」のサイクルを数回行うといった形で、技術協力計画を作成すべきと思われる。</p> <p>3) 実施機関がプロジェクト開始時に新たに設立された機関である場合には、実施機関に計画通りにプロジェクトを管理することを期待するのは難しい。技術移転が成功するのは、実施機関に明確な戦略、適切な人員の配置、効率的な運営システムがあり、実行力が結びついた場合であるが、これらの条件は常に満たされとは限らないので、常にモニターを行い、状況の変化に対応してプロジェクト・デザインの修正を行って対処することが現実的である。</p>
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3 調査団員報告（技術協力計画、技術移転計画、人材育成）

3 調査団員報告（技術協力計画、技術移転計画、人材育成）

ブラジル生産性・品質向上終了時評価調査出張報告書

加 藤

ブラジルにおける生産性向上の概念及び技術がIBQP-PR（IBQP-パラナ）によりブラジル社会に浸透することを目的として1995年6月1日から開始された。

本プロジェクトは、1999年末まで長期専門家12名、短期専門家19名が派遣され、研修員17名を受入れている。

今次調査では、2000年5月31日の協力期間終了を控え、当初計画に照らしてプロジェクトの活動実績、運営管理状況、カウンターパートへの技術移転状況等を「評価5項目」①目標達成度、②成果、③実施効率性、④計画の妥当性、⑤自立発展性について評価分析を行うとともに当初目標の達成度を判定した上で今後の協力方針について、ブラジル側評価調査チーム、実施機関等と協議し、合同報告書及びミニッツで確認。また、評価結果から即応性の高い教訓及び提言等を導きだし、今後の協力の進めかたまたは実施方法改善に役立てるとともに新規の類似案件形成・実施に資することを目的として行った。

本調査を通じ、本プロジェクトが日本、ブラジル双方の関係者の協力と努力のもとに運営され、成功裡に終了する見込みであることが確認できた。成果として、IBQP-PRにおいて品質・生産性向上分野のセミナー、教育コースが実施、運営され、コンサルティングサービス、生産性向上に係る普及促進活動が実施されるようになった。さらに、1999年にはIBQP-PRとその中央組織であるIBQP-NAとの統合が双方で合意され、IBQP-PRは生産性向上に係る活動をブラジル全土に展開していく方向にある等、IBQP-PRがの社会的認知度も高まっていることから、上位目標である「IBQP-PRによる生産性向上の概念・技術のブラジル社会への浸透」に向けて一定の寄与をしていることが認められた。

生産性向上の概念というソフト面での技術協力には、相手国の気候風土、国民性、政治、経済、社会等の相違から、日本的な手法をそのままあてはめることは、ややもすると誤解が生じやすく、本プロジェクトにおいても、前半期は本プロジェクト目標に対する相互理解の不足やカウンターパートの離職等思うように進展しなかった時期があったものの、後半期は、両サイドでの協力分野の見直しを図る等フレキシブルな対応が終成功裡に終える見込みにつながったもの。また、本プロジェクトの成功裡の背景には、ブラジル全土の中でもとりわけサンパウロ周辺に日系人が多く、クリチバ市には15万人の日系人が在住。また、クリチバ市長が日系人であったことやさらに、IBQP-PRのスタッフにも日系人が数人配置されている等、派遣専門家、

カウンターパートとのコミュニケーションがスムーズに行われたことも成功裡につながった大きな要因になったと考えられる。

ブラジル政府は、1950年代から輸入代替政策に基づき、国内における自動車、電気、電子、機械、コンピューター、石油化学、原子力産業等の育成に力を注いできた。その結果、国内に一応のフルセット型の産業を持つに至ったものの国際競争力においては、まだまだ立ち遅れている。

(1999年スイス国際経営開発研究所の世界競争力レポートでも35位)

以上のことから本プロジェクトは、ブラジル政府による輸入規制緩和、外資導入促進、先端技術導入促進、国営企業の民営化等を等を通じた国民の生活水準と輸出競争力の向上を目指した諸政策のなかで、ブラジル社会の中での、ニーズの高かった分野がPBQPであり、ブラジルにおける生産性向上は、地方産業、企業の国際競争力の強化にむけた国策に深く関与、ブラジル全土、さらには、日系人の雇用拡大につながるもの。

今次ミッションにおいても、今後も引き続きMIDC（通商産業開発省）からの政策的に関与をしていくことが重要であり、2000年は、建築業にIBQP-PRのノウハウを活用していくとの確認ができたこと。

また、2002年までには輸出を20%増を掲げていること。財政的支援についても引き続きSEBAREから行われることが確認された。

IBQP-PRのあるクリチバ市の「ゴミでないゴミ」運動の実施やゼロエミッションに積極的に関わっていること等今後は、自然環境保護と資源の有効利用を視野にいれた生産性向上事業の展開が重要であり、ブラジル全土を対象とした事業の展開から南米アメリカを対象としたネットワーク化を図る等、中南米の枠組み内の核となれるよう効率性を重視した取り組みが重要であると同時に国際ネットワークはメルコスールの安定化にとっても有意義なこと。

企業支援（生産管理・品質管理）

家具製造企業を対象に総合診断、個別診断を実施。これには原価計算制度・レイアウト・品質改善・情報システムなどをふくんだが、派遣専門家チームはCPを指導しつつ高い評価を得た。クリチバ市役所からの受託も順調である。この間、生産性指標普及の為にセミナー、1998年12月の巡回指導調査団で作成した活動計画を元に、全体としては着実に技術移転が行われたと言える。これは、現地で長期及び短期専門家の地道な努力、また短期専門家の大量投入による所が大である。

これは、IBQP-PR 側の所長の不在、カウンターパートの恒常的な不足と言った技術移転計画に対する決定的なハンディキャップを補うものであった。

（普及促進）

連絡協議会の設置が決められ、これを通じて生産性運動・労使関係・付加価値成果配分等の概念が産業社会全般に広く認識される素地をつくったといえる。また国際生産性シンポジウムの実施が当面の課題である。労使関係に付いては、短期専門家の派遣をつうじて、IBQP-PR 側の活動計画の策定が進み、労使協議会を含めた新たな労使協調の可能性を議論する場ができつつある。

（今後）

IBQP-PR がブラジル全土において PBQP を推進する機関として承認された事はブラジルにおける生産性運動の高揚の為に極めて重要な事である。この事は、SABRAE を初めとした政府各機関による財政的な安定に対して期待を持たせるのみならず、財界の支援、人材の確保などの点からも好ましい動きである。

このため、企業支援と普及促進の分野で2名の専門家が継続して長期派遣され、短期の専門家都あわせて、フォローアップ出来る事はまさに該プロジェクトへの画龍点睛として価値ある事である。

其れにつけても、ブラジル側が活動をナショナルレベルにアップグレードする為には、大量な人材確保が前提となる。

的確な普及促進戦略とあいまって IBQP-PR が全国に号令をかけることができるか否かはこの一時に尽きると言っても過言ではない様に思える。

（私見）

上野議員との面談が印象に残る。

ブラジル人は良くも悪くも過去の事は忘れてアッケラカンとしている、とのコメントがあったが、IBQP-PR も5年間が終わってしまえば、入り口正面の石の彫刻を除いて日本の

プレゼンスはまったく忘れられてしまうのではないかと感じた。これは他国ではいざしらす、日系人の多く生活している所であって、我が国の ODA を良い形で残す努力が必要であると思われた。ブラジル側こそ、プロ技立ち上げ時の上野議員のご努力を忘れる様な事があってはならないし、当事者達の努力は次代に的確に伝えられるべきである。日本の現状に一喜一憂しながら、現地で頑張っておられる日系人に対する配慮が出来れば素晴らしい。

団員所感

「人材育成」担当：藤田健司

1. 調査結果

本終了時評価調査団では、「人材育成」に関して、下記が確認された。また、本プロジェクトにおける人材育成をもとにして、IBQP-PRは、生産性概念の開発、その普及セミナーの開催、コンサルティング活動や生産性研修コースの実施を行った。

（目標達成度）

〔3. 品質・生産性向上分野におけるC/Pの技術が向上する〕

知識移転期間と位置づけたプロジェクト前半期（1998年6月迄）においては、前半期のみの技術移転を受け後半期は各州の生産性機関に戻って活動するテンポラリーC/P 14名と、全プロジェクト期間を通して育成されるC/P 6名に対して技術移転が行われた。

テンポラリーC/Pについては、生産性に関する知識・技能が向上し、現在、本プロジェクトで培った生産性技法を活かして、各機関でコンサルティング活動等を実施している。

プロジェクト当初からのC/P、および後半期新たに採用されたC/Pの技術力の向上は以下のとおりである。

（企業支援分野）

プロジェクト期間中に技術移転の対象となった4名のC/Pは、各々学習意欲が高く、知識移転やOJT活動を通じて、経営コンサルティング技術、現場改善に関する指導能力を著実に習得した。しかし、4名中、プロジェクト当初からのC/Pは1名のみであり、技術移転期間が短く、今後更に実践で経験を重ねていくことが期待される。

（生産性普及促進分野）

プロジェクト期間中に技術移転の対象となった4名のC/Pのうちプロジェクト当初からのC/P 1名は退職し、プロジェクト終了時にはプロジェクト当初からのC/P 1名、期間中に採用された職員2名が残る予定であるが、知識移転やOJT活動を通じて、生産性の概念や労使協力の必要性、付加価値等についての講義ができるようになり、パラナ州を活動範囲として、生産性普及セミナー、社会各層の連絡協議会（リエゾン委員会）等の企画、開発、実施を行う能力を習得した。IBQP-PRがNPO（国家的生産性機関）として認められたことを機会に、今後、パラナ州を越えて普及促進活動を実施することが期待されることから、OJT活動を通じて今後更に実践で経験を重ねていくことが期待される。

労使関係については、前半期は知識移転が中心であったが、1998年10月のエリオ前所長訪日研修以降、協力の必要性に関する認識が双方で高まり、短期専門家を中心に技術協力を行った。その結果、IBQP-PRに労使関係部門が設置され、C/P人材も採用された。労使関係部門では、ブラジル労使の生産性と労使協力に関する現状調査、労使協力モデルの開発を行った。C/P 1名は、生産性と労使協力、労使協議制の実施方法に関する講義、

労働組合に対する連絡協議会の企画・運営が実施できるようになった。

(人材育成分野)

プロジェクト実施期間中に技術移転の対象となった5名のC/Pのうち、プロジェクト当初からのC/Pは1名、期間中に採用された職員4名であったが、うち1名が管理部門に異動し、終了時には4名が残る予定である。知識移転やOJT活動を通じて、生産性の概念、人材育成、管理者の役割等についての講義ができるようになり、かつ、生産性エージェント育成コース(PROCAP)の企画、開発、実施を行う能力を習得した。

(生産性測定分野)

プロジェクト実施期間中に技術移転の対象となった3名のC/Pのうち、プロジェクト当初からのC/Pは1名、退職した者が1名であり、終了時には2名が残る予定である。本分野は長期専門家による指導が98年3月で終了し、それ以降は短期専門家の派遣(計2回)によって技術移転した。知識移転やOJT活動を通じて、付加価値生産性、労働分配、生産性指標に関する講義ができるようになり、かつ個別企業や産業レベルの付加価値生産性のデータ分析、診断書の作成、生産性統計資料の作成等を行う能力を習得した。

C/Pによる講義に対する受講者の評価も概ね良好である。

(IBQP-PRへの提言；人材育成に関して)

今後の活動の方向性、重点分野を再度検討し、その活動に合わせた組織体制づくり、人員の確保を行う。また、移転された技術をスタッフの間で交換することを通じて、生産性機関職員としての能力の向上、とくに実践的に生産性向上を推進するための能力の向上を図る。

(教訓)

生産性のようなソフト分野の技術が移転される場合、技術が移転される国の人々にとってプロジェクトの成果が目に見えるものではないために、技術移転の進捗状況、目的の達成度等について、双方で共有化しにくい問題がある。その場合には、プロジェクトの目的と現在の活動の位置づけ、その進捗状況を、双方で絶えず確認しつつ、技術移転を進める必要である。

効果的に技術を移転するために、プロジェクトの前半期は知識移転が中心になり、後半期はOJT活動が中心になることが多く、前半期に外部活動が実施されないため、「成果が目に見えない」と技術移転の受手から不満が上がることが多い。そうした場合には、プロジェクト目的における当該知識移転項目の必要性等を双方で行いながら、各技術移転の必要性について相互理解を得ること、および、技術移転のサイクルを5年とは考えず、1年の「知識移転」および「OJT」のサイクルを5回行うといった形で、技術移転計画を作成すべきと思われる。

2. 所感

プロジェクト機関を通して、これまで、IBQP-PR に対しては、生産性機関で実施すべき事業内容の紹介、およびその実施の方法について情報提供、技術移転を行ってきた。また、コンサルティング活動や生産性測定、研修コース開発、労使関係等の核となるの事業については、IBQP-PR が実施すべき方法等について提言を行ってきた。

今後、プロジェクト期間内に育成された C/P を中核として、IBQP-PR が自立的活動を実施することになるが、まず、IBQP-PR は現在の事業メニューの中から、優先事業の絞り込みを行う必要がある。また、事業の絞り込みに関しては、収益性、運動における重要性（収益性が低くとも IBQP-PR の運動展開に必要と考えられる事業）の両面から検討する必要がある。現在のところは、収益事業として考えられるのは、コンサルティング活動と生産性関連セミナーであろう。また、運動における重要性から考えると、各種生産性連絡協議会等、各層とのネットワーク化、生産性に関する議論の場の提供、および他機関との連携による生産性指標開発であろう。

次に、優先事業に対して、育成された C/P を配置すること、必要があれば、コンサルティング活動や外部コンサルタントを組織化し、積極的に連携していく必要がある。とくに、育成された数少ない C/P がもし退職することになれば、技術移転の蓄積の主要部分が欠けてしまうことになるので、優秀な人材が定着することを支援するための、コンサルタントとしての職位および処遇制度の確立が必要である。また、いうまでもないが、既に IBQP-PR に移転された知識・ノウハウが IBQP-PR の新たに採用された職員に共有化されるためにも、協力期間で行われた OJT 技術移転やミニレクチャー等の手法が活用されることが期待される。同時に間接部門が多くを占める人員構造の変革も検討の余地がある。

今回の終了時評価調査団、およびこれまでの国内委員会業務を行う中で感じたことは、ブラジルは、生産性技術に関して日本から遅れることはあるにしても、情報技術の普及、教材の装飾等、逆に日本より進んでいると感じられるものもあり、まして、ブラジルの国土は日本の26倍、パラナ州だけで日本の面積の半分という、いうまでもなく、南米の大国である。ブラジル人と仕事をしながら、彼らの弱点（具体的に問題を捉えない、計画を立てない、知識を共有化し、体系化する発想が乏しい）も感じたが、同時に彼らからの強み（創造力の豊富さ、最後には「帳尻を合わせる」、そして期待以上の結果を出すというダイナミックな仕事ぶり、芸術性の高さ）等には驚かされた。日本との深い関係をベースに、これまで移転された生産性向上に対する日本的な思想、具体的な手法が、ブラジルのダイナミックな発想の中で具現化され、それが中南米各国、ひいては日本の生産性向上技術、思想の「改善」あるいは「革新」にフィードバックされることが期待される。そのためには、ブラジルに根付いた生産性運動の「芽」をさらに大きく育てるための日本からの引き継ぎの支援が期待される。

(以上)

4 合同評價報告書

4 合同評価報告書

JOINT EVALUATION REPORT
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
BRAZILIAN INSTITUTE OF QUALITY AND PRODUCTIVITY PROJECT

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

BRAZILIAN SERVICE FOR THE SUPORT OF MICRO AND SMALL ENTERPRISES (SEBRAE)

BRAZILIAN INSTITUTE OF QUALITY AND PRODUCTIVITY IN PARANA (IBQP-PR)

FEDERATIVE REPUBLIC OF BRAZIL

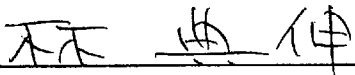
APRIL 12, 2000

CURITIBA, FEDERATIVE REPUBLIC OF BRAZIL

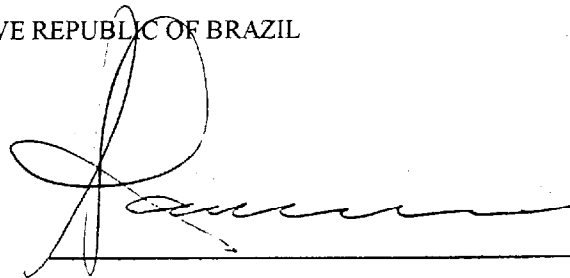
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APRIL 12, 2000

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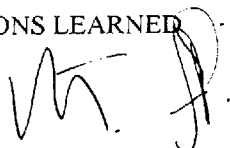
Mr. Norinobu Hayashi
Leader, Japanese Evaluation Team
Japan International Cooperation Agency - JICA
Japan



Mr. Mauro Katsushi Nagashima
Technical Director,
The Parana Institute of Technology (TECPAR)
Federative Republic of Brazil

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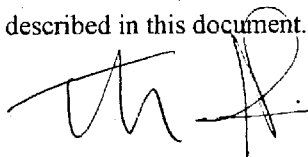
I. INTRODUCTION

1. The Evaluation Teams

The Japanese Evaluation Team (hereinafter referred to as "the Japanese Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Norinobu Hayashi, visited the Federative Republic of Brazil from March 27 to April 14, 2000 for the purpose of the joint final evaluation with the Brazilian Evaluation Team (hereinafter referred to as "the Brazilian Team") on the Brazilian Institute of Quality and Productivity Project in the Federative Republic of Brazil (hereinafter referred to as "the Project"), which is scheduled to terminate on May 31, 2000, according to the Record of Discussions (hereinafter referred to as "R/D") signed on April 20, 1995.

Both teams discussed and studied together the efficiency, effectiveness, impact, relevance and sustainability and future perspective of the Project in accordance with the Project Cycle Management (hereinafter referred to as "PCM") method.

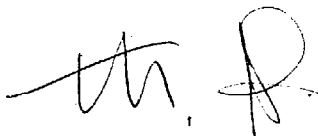
Through careful studies and discussions, both Teams summarized their findings and observations as described in this document.

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2. Schedule of Joint Evaluation

(March 27 - April 14, 2000)

<u>Date</u>	<u>Schedule</u>
March 27	Arrival of a consultant in Curitiba and Meeting with Japanese experts
March 28	Interviews with Japanese experts
March 29	Interviews with related organizations
March 30	Interviews with Brazilian counterparts
March 31	Interviews with clients
April 1	Data analysis
April 2	Data analysis
April 3	Arrival of the main body of the Japanese Team in Sao Paulo and Meeting with the JICA Sao Paulo Office Transfer to Curitiba and Meeting with Japanese experts
April 4	Courtesy Visit to Curitiba Consulate General Courtesy Visit to IBQP-PR Meeting with Japanese experts
April 5	Meeting with Japanese experts Discussion with IBQP-PR
April 6	Meeting with Japanese experts Discussion with IBQP-PR
April 7	Meeting with Japanese experts Discussion with IBQP-PR
April 8	Internal meeting
April 9	Internal meeting
April 10	Discussion with Brazilian evaluation team
April 11	Drafting of the Joint Evaluation Report and the Minutes of Discussions
April 12	Joint Coordinating Committee Signing of the Joint Evaluation Report and the Minutes of Discussions Transfer to Brasilia
April 13	Reporting to the Japanese Embassy Reporting to JICA Brazil Office Departure of the Japanese Evaluation Team
April 14	



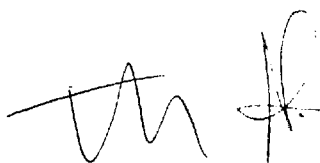
3. Members of Evaluation Teams

3-1. Japanese Evaluation Team

Mr. Norinobu Hayashi (Leader)	Managing Director, Mining & Industrial Development Cooperation Department, Japan International Cooperation Agency (JICA)
Ms. Yoko Kato (Technical Cooperation Planning)	Staff Specialist for Technology Cooperation, Technical Cooperation Division, Economic Cooperation Department, International Trade Policy Bureau Ministry of International Trade and Industry (MITI)
Mr. Koh Kasuga (Technical Transfer Program)	Executive Director, International Division, Japan Productivity Center for Socio-Economic Development
Mr. Takeshi Fujita (Human Resources Development)	International Division, Japan Productivity Center for Socio-Economic Development
Mr. Hironori Kimura (Evaluation Management)	Staff, First Technical Cooperation Division, Mining & Industrial Development Cooperation Department, Japan International Cooperation Agency (JICA)
Mr. Wataru Takada (Evaluation Analysis)	Senior Principal Consultant, Consulting Group, CRC Overseas Cooperation Inc.

3-2. Brazilian Evaluation Team

Mr. Mauro Katsushi Nagashima	Technical Director, The Parana Institute of Technology (TECPAR)
Mr. Lucio Bruschi	Superintendent Director, Brazilian Institute of Quality and Productivity in Parana (IBQP-PR)



Mr. Fulgencio Torres Viruel

Technical Director,
Brazilian Institute of Quality and Productivity in Parana
(IBQP-PR)

Mr. Paulo Afonso Schmidt

Secretary,
Secretary of Education, Curitiba Cityhall

Mr. Helio Gilberto Amaral

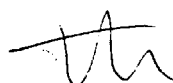
Former Superintendent Director,
Brazilian Institute of Quality and Productivity in Parana
(IBQP-PR)

Mr. Eugenio Tolstoy De Simone

General Superintendent,
Brazilian Institute of Quality and Productivity (IBQP)

Mr. Ivan Kuntjy Rawlyk

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



II. METHODOLOGY OF EVALUATION

1. Method of Evaluation

Both teams agreed to use the Project Design Matrix (PDM) revised on December 18, 1998, as shown in Annex 1 as the basis of evaluation, and evaluated the achievement of the Project using the Evaluation Grid.

2. Aspects for Evaluation

The evaluation was conducted based on the following five(5) criteria, which are the major points of consideration when assessing development projects.

- 1) Effectiveness: Effectiveness concerns the extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by the projects.
- 2) Impact: Impact is intended and unintended, direct and indirect, positive and negative changes as a result of the project.
- 3) Efficiency: Efficiency is a major of productivity of the implementation process: how efficiently the various inputs are converted into outputs.
- 4) Relevance: Relevance determines whether the outputs, project purpose and overall goal are still in keeping with the priority needs and concerns at the time of evaluation.
- 5) Sustainability: Sustainability of the development project determines whether the project benefits are likely to continue after the external aid comes to an end.

These aspects represent the most important points to be taken into consideration in connection with decisions on development projects.

3. Information for Evaluation

In order to evaluate the past performance, the following materials were used:

- (1) R/D, Plan of Operations (PO), Tentative Schedule of Implementation (TSI), Annual Work Plans, Minutes of Discussions (M/D), and other documents agreed to or accepted in the course of implementation of the Project.
- (2) PDM (Annex 1-1)
- (3) Data of input to and output from the Project
- (4) Result of series of interviews and questionnaires



III. BACKGROUND AND SUMMARY OF THE PROJECT

1. Outline of the Project's Background

In June, 1990, the Brazilian government started an activity so-called the Brazilian Program for Quality and Productivity (hereinafter referred to as "PBQP") with a purpose to upgrade quality and productivity, in addition to promoting deregulation such as import liberalization and introduction of foreign capitals, and privatization of government-own enterprises. This program has been introduced in many organizations and developed in 16 states as their own programs.

Furthermore, the Brazilian government made a plan to establish institutions which execute specially activities for improving quality and productivity, the Brazilian Institute of Quality and Productivity (hereinafter referred to as "IBQP") in several states, and submitted a request to the Japanese government a project type technical cooperation.

In response to the above request, the Japanese government dispatched Preliminary Survey Team in March, 1994 and the Japanese Expert Survey Team in October, 1994. And, following to the establishment of IBQP-PR in Curitiba, Parana in January, 1995, the Implementation Survey Team was dispatched and the Record of Discussions was signed in April, 1995. Based on the R/D the Project started on June 1, 1995 with 5 year cooperation period at IBQP-PR as the implementing agency.

2. Chronological Review of the Project

The chronological review of the Project is shown in Annex 2.

3. Objectives and Outputs of the Project

The original objectives and the outputs of the Project were stipulated in the R/D as follows:

Overall Goal

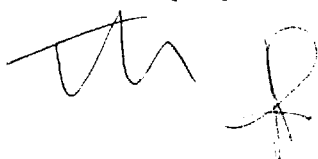
A contribution will be made to the IBQP System of which the function is, inter alia, to upgrade development of quality and productivity on a nation-wide basis, through the achievement of the following Project Purpose within the period of time for the technical cooperation as provided for in the chapter IX of the Record of Discussions (five (5) year from 1 June 1995).

Project Purpose

The IBQP Paraná will be able to upgrade the present technology and knowledge level in regard to quality and productivity.

Outputs

1. The counterpart personnel acquire the ability to guide and develop quality and productivity



activities, including the ability of IBQP-PR to a mature organization in the area of quality and productivity.

2. The competence of such various leaders as enterprise managers, workers, consultants and trainers closely related to the IBQP-PR, for quality and productivity development activities are developed.

The objectives of the Project described above were integrated and compiled into PDM in June 1996, and these were rephrased according to the revision by both Brazilian and Japanese sides at the time of visit of Japanese Advisory Team in December, 1998, as follows:

“Overall goal”

The concept and technology of productivity improvement will be disseminated among Brazilian society through IBQP-PR.

“Project purpose”

The IBQP-PR will be able to upgrade and develop the technology and knowledge for productivity improvement.

“Outputs”

- 1) The management system of the Project will be established.
- 2) The equipment necessary to implement activities in the said field will be provided, operated and maintained properly.
- 3) The technical capacity of C/P will be upgraded in the said field.
- 4) Seminars and training courses will be established and managed.
- 5) Consultation services will be implemented systematically.
- 6) Public relations and promotion for productivity improvement will be implemented systematically.

The rephrased objectives, outputs and activities of the Project are described in Detailed Contents of Narrative Summary of PDM for Evaluation shown in Annex 1-1.

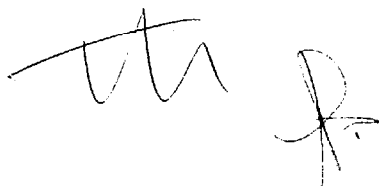
The achievement of the Project based on the rephrased PDM is shown in Annex 1-2.

4. Tentative Schedule of Implementation

The Tentative Schedule of Implementation (TSI) is shown in Annex 3.

5. Plan of Operation (PO)

The Plan of Operation (PO) is shown in Annex 4.

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IV RESULTS OF EVALUATION

1. Summary

Effectiveness

The following six (6) outputs were almost attained: the management system of the Project is established; the equipment necessary to implement activities in the quality and productivity improvement are provided, operated and maintained properly; the technical capability of C/P is upgraded in the said field; seminars and training courses are established and managed; consultation services are implemented systematically; public relations and promotion for productivity improvement are implemented systematically.

In 1998, IBQP-PR invented its original concept of productivity and is promoting a productivity movement, which meets the present requirement of Brazil, and especially in the state of Parana.

As a result, the project purpose "IBQP-PR will be able to upgrade and develop the technology and knowledge for productivity improvement" is regarded almost achieved by the end of the Project period.

Impact

Owing to the upgrading of IBQP-PR's technical capability and further dissemination of the productivity concept proposed by them, IBQP-PR's activities are well received by the public service sector, commercial and service sector.

Since the productivity concept proposed by IBQP-PR is a comprehensive one, it has attracted many attentions outside such as Brazilian Service for the Support of Micro and Small Enterprises (hereinafter referred to as "SEBRAE"), and Ministry of Development for Industry and Trade (hereinafter referred to as "MDIC") for public projects which are in accordance with the national policy, such as reinforcement of competitiveness of enterprises and export promotion.

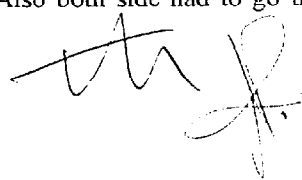
The training courses for productivity facilitators were held in other states with a cooperation of respective productivity related organizations and consequently strengthened the linkages with them. In addition, a joint declaration for the creation of the "Latin America Productivity Network" was announced in "the Latin America Productivity Seminar", which was organized by IBQP-PR, inviting representatives of productivity organizations in Central and South American countries, and discussions on future cooperation activities are going on.

Owing to the above activities, IBQP-PR became widely recognized as a leading productivity organization in Brazil.

Efficiency

Including that there was a period during which the superintendent of IBQP-PR was not assigned, the counterpart personnel were not allocated as initially planned. Despite aggressive efforts to recruit new staffs in the second half of the Project, high rate of turnover caused constant shortage of staffs. Being such, it was necessary to elaborate plans for efficient productivity related technology transfer.

Also both side had to go through many discussion until reached mutual understanding and solved



discrepancy between the needs of the Brazilian side and the input of the Japanese side in the early stage of the project

A revision of the project implementation scheme was made in the second half of 1997. The focus of the Project shifted from the theories/class room focused technology transfer to a more practical guidance/OJT based guidance. It was also noted that there was an increasing demand for technology transfer in the field of productivity promotion. Such flexible modification enabled to achieve outputs out of the Project. Other inputs were planned and implemented appropriately in terms of quality, quantity and timing, with efforts of both the Japanese and the Brazilian sides.

Relevance

The overall goal of the Project, "The concept and technology of productivity improvement will be disseminated among Brazilian society through IBQP-PR", is consistent with the objective of the Brazilian Program for Quality and Productivity (hereinafter referred to as "PBQP") as a national policy and with the Brazilian enterprises' acute needs for the quality and productivity improvement against the background of the deregulation.

In order to realize the above mentioned national policy, it is necessary to disseminate the concept and technology of productivity, to conduct services for enterprises, and to develop human resources of industry, by strengthening a productivity organization like IBQP-PR. Accordingly the project purpose is in line with the national policy and with the overall goal of the Project.

The scope of technical cooperation appropriately took into account the economic and industrial situation in the state of Parana. Also, the modification of the form of implementation of the Project, that is to shift from knowledge transfer mainly by lecture to more practical transfer by OJT, was appropriate to upgrade the technical capability of IBQP-PR as a productivity organization.

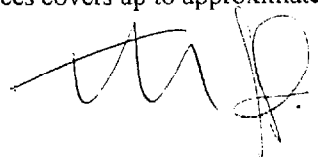
Sustainability

IBQP-PR, which was established at the start of the Project, has intensified its operation since, and the amalgamation of IBQP-PR and its central organization IBQP-NA has been mutually agreed in 1999. This move means that the federal government and SEBRAE duly recognized the role of IBQP-PR as a productivity organization which works nationwide in Brazil. It is expected that the role and the function of IBQP-PR will be further strengthened as an operational organization of PBQP from national productivity policy point of view.

It is expected that many collaboration projects with MDIC, SEBRAE, the state of Parana, and Curitiba city will be forthcoming and will be expanded.

By the active employment of staffs since 1998, the management and administration system has been established. For the expected expansion of the activities at national level, further institutional development is needed.

As for the budget, most of the expenditure is covered by SEBRAE. IBQB-PR's revenue from its own sources covers up to approximately 15% of total expenses and this ratio is increasing. IBQP-PR is preparing




for financial arrangement taking the completion of the Project into account, including the discussions with SEBRAE. Considering the expected stronger relationship with SEBRAE, necessary budget for sustaining IBQP-PR's activities is expected to be secured.

The counterpart personnel are conducting seminars, training courses consultation services and promotion activities by themselves and the technical capability reached the level at which the activities are expected to be sustained and developed. Because of the expansion of activities, IBQP-PR is to secure the human resources by hiring new employees, training them, outsourcing, or through collaboration with other external organizations.

Perspective

It is expected that the project purpose will be accomplished by the end of the Project period.

IBQP-PR reached the level at which they are able to continue and enhance productivity improvement activities. However, as IBQP-PR has begun to move toward a direction aiming at nationwide development of its activities as National Productivity Organization (hereinafter referred to as "NPO"), it is necessary for IBQP-PR to secure and capacitate sufficient number of staffs, and to facilitate institutional development to respond to the new targets.

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2. Analysis on Evaluation Issues

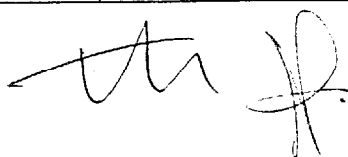
2-1 Effectiveness

(1) Contribution of Activities to the Outputs	Effectiveness and Constraints	Indicators/ information
	<p>1. The management system of the Project is established.</p> <ul style="list-style-type: none"> - IBQP-PR was established just before the start of the Project (January 1995). Since the start of the Project, IBQP-PR has arranged its organization consisting of Administrative Council which is the supreme decision making body, director superintendent, project coordinator, five (5) technical departments and administration department (total number of staff is thirty five, as of March 2000). Thus the management system has been established. - Owing to the active efforts by the management, especially in the last two (2) years, many experienced staff were employed. The number of technical staff, however, is still short for the smooth operation of the organization and it is desirable to increase the number of staff in such technical departments as Technology Application, Knowledge Management, Labor Management Relations, Productivity Movement, and Research & Development. - The mechanism of decision making has been established since the revision of the Social Statute in 1997, as seen in the discussion on important matters in the Administrative Council, although the function of Administrative Council was not clear in the beginning of the Project period. - The discussions on the implementation of the Project were made between the Brazilian side and the Japanese side through periodical meetings (the weekly meetings among the Brazilian directors, the managers and the Japanese experts, and another weekly meetings among the directors, chief advisor and coordinator were held). In addition to these periodical meetings, both sides had frequent meetings on necessity for the solution of pending matters. - The operation cost of IBQP-PR has been covered mainly by the budget of SEBRAE. The revenue from the own source such as consultation services and training courses has been increasing and amounted to approximately 15% of the operation cost in 1999. - The strategic operation plan of IBQP-PR was expressed as its policy in many papers such as bulletin, but the actual operation plan was not prepared systematically. The Plan of Operations of the Project, which was agreed on by both the Brazilian and the Japanese sides, was used as the basis of the operation plan of IBQP-PR. - The organizational identity and the mission of IBQP-PR were set and expressed in brochures and bulletins as well as introduced in promotion seminars. <p>2. The equipment necessary to implement activities in the quality and productivity is provided, operated and maintained properly.</p> <ul style="list-style-type: none"> - The equipment sufficient enough in quantity and in quality to implement the Project activities was provided and being used. - The auditorium and conference rooms in the training center constructed in the end of 1998, are frequently used for seminars and workshops related to the promotion of the productivity concept or the latest productivity topics. - The computers and other information equipment are fully used for the preparation of reports or training materials, and also for the internal communications. - The audio-visual equipment is well maintained by contractor periodically. As for software and information equipment, two person in charge are maintaining the equipment and IBQP-PR is taking care of purchase of new equipment or upgrading. <p>3. Technical capability of C/P is upgraded in the said field.</p> <ul style="list-style-type: none"> - In the first half of the Project period (until June 1998), which focused on the knowledge transfer, the technology transfer was conducted to fifteen (15) temporary counterparts who were supposed to dedicate in the productivity related organizations in the states they came from after the completion of the first half of the Project, and to six (6) counterparts who would be trained throughout the Project period. 	<p>Annex 5 Annex 6</p> <p>Annex 6</p> <p>Annex 5-3</p> <p>Annex 5-4</p> <p>Annex 7</p> <p>Annex 15 Annex 4</p> <p>Annex 15</p> <p>Annex 21 Annex 22</p> <p>Annex 8</p> <p>Annex 10</p> <p>Annex 6</p>

	<p>- As for the temporary counterparts, they improved their knowledge and skill on the productivity and are now implementing such activities as consultation based on the skill acquired in the Project.</p> <p>Upgrading of technical capability of the counterparts, who have been remaining since the start of the Project and newly allocated counterparts in the second half of the Project, is described as follows:</p> <p>(Company Assistance (department in charge: TA)): covered by the experts of Production Management/Quality Control)</p> <p>- Four (4) counterparts, to whom the technology transfer was conducted in the Project period, were enthusiastic to learn and acquired the skill in the management consulting and the improvement at workplace. The number of counterparts since the start of the Project is only one (1) out of four (4) staff, that means the period for technology transfer to this group is considered relatively short and it is expected that they will accumulate experiences further through practicing their activities.</p> <p>(Productivity Promotion (department in charge: PM)): covered by the experts of Human Resources Development and Industrial relation (Promotion)</p> <p>- The technology transfer was conducted to four (4) counterparts during the Project period. One (1) counterpart since the start of the Project has resigned and the other three (3) counterparts remain. They became able to give lectures on the productivity concept, the necessity of the labor management cooperation, the added value and so on. They also acquired a capacity to plan and implement various events such as the productivity promotion seminars and the liaison committees among the different social sectors in Parana state. However, in order to extend their promotion activities, after the approval for IBQP-PR to work nationwide in Brazil, it is required that they will accumulate practical.</p> <p>- In Labor Management Relations area, mainly knowledge transfer was conducted in the first half. Since the former director superintendent visited Japan for counterpart training, a recognition on the necessity for the technical cooperation in this field has been raised in both the Brazilian and the Japanese side. And the cooperation was conducted mainly by short-term experts. As the result, Labor Management Relations Department was established, and a counterpart was assigned. In this department, research on the current situation on labor management relation and the development of Brazilian labor management cooperation model were implemented. One (1) counterpart became able to conduct lectures on the importance of productivity and labor management cooperation as well as the method of labor-management joint consultation, and to plan and operate liaison committees for labor unions.</p> <p>(Human Resource Development (department in charge: KM))</p> <p>- Out of five (5) counterparts who received technology transfer, one (1) is an original counterpart from the beginning and the other four (4) are staff employed afterward. As one (1) staff was transferred to the administrative department, four (4) staff will be remaining at the end of the Project period. They became able to give lectures on the productivity concept, the human resource development, the role of management and so on, and also they acquired the capability to plan, develop and implement the production agent capacitation courses (PROCAP).</p> <p>(Productivity Measurement (department in charge: R&D))</p> <p>- The technology transfer was conducted to three (3) counterparts, one (1) is an original counterpart from the beginning and the other two (2) were employed in the latter period. As one (1) staff has resigned, two (2) staff will be remaining at the end of the Project period. Both sides confirmed that the assistance of long-term experts in this area had been completed by March 1998. After that the technology transfer was conducted by the short-term experts. The counterparts became able to give lectures on the productivity indicator, such as the added value productivity, the labor distribution. And they also acquired the capability to analyze the added value productivity data of individual enterprises or that of industrial sector level, to draw up diagnostic reports, and to prepare statistic data of the productivity.</p> <p>- The lectures of counterparts were favorably assessed by trainees or participants.</p>	<p>Annex 23-1 Annex 23-2</p> <p>Annex 23-3</p> <p>Annex 23-4</p> <p>Annex 23-5</p>
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	<p>4. Seminars and training courses are established and managed.</p> <ul style="list-style-type: none"> - Until the end of February 2000, total fifty six (56) seminars on the productivity were held, and more are planned by the end of the Project period. - Also, seventeen (17) productivity agent capacitation courses (PROCAP III: 40 hours course) were implemented until the end of February 2000 for total 234 trainees. Furthermore, the productivity agent capacitation course (PROCAP I : 1-2 days course) were held total 3 times inside and outside of Parana state, with the participation of total 250 trainees. - The evaluation on the seminars and training courses by participants was good in general. <p>5. Consultation services are implemented systematically.</p> <ul style="list-style-type: none"> - Consultation services were carried out to thirty seven (37) entities including thirty one (37) enterprises. - Those clients who received the services of IBQP-PR showed their high satisfaction. -The consultation activities were carried out based on the consulting manual developed in the Project. -In this group, a system for training new staff was established, headed by the leader of TA. <p>6. Public relations and promotion for productivity improvement are implemented systematically.</p> <ul style="list-style-type: none"> - The activities for the public relations and promotions have been implementing using media such as IBQP-PR brochures, bulletin (total 31 times issued), internet homepage and others. - The number of publications including brochures and bulletins is 28 items. - The internet homepage is updated frequently and the latest information is being provided. - The seminars focused on the productivity were held 56 times. These seminars are highly evaluated by the participants. - The liaison committees (productivity forum) were held one time each for different sectors (governmental/academic/labor/management/consumers & NGO). The next forums are planned to be held for each sector. - IBQP-PR implemented joint seminars 26 times together with industrial federations, labor unions, public institutions and so on including joint seminars with productivity related organizations in other states (11 times). <p>Furthermore, the Latin America Productivity Seminar was held in January 2000, with participation of different organization and temporary counterparts who returned to their proper organization in Brazil. Periodical exchange of information is maintained with such organizations.</p> <ul style="list-style-type: none"> - The number of associate member companies and organizations is 348. The services for members, such as discount of fees for seminars, provision of information on productivity are provided. The management of associate members is standardized by maintaining the database of the members. 	<p>Annex 11-1</p> <p>Annex 11-2</p> <p>Annex 9-1 Annex 9-2</p> <p>Annex 11-3</p> <p>Annex 9-3</p> <p>Annex 13-1</p> <p>Annex 13-2</p> <p>Annex 15</p> <p>Annex 15</p> <p>Annex 15</p> <p>Annex 18-1</p> <p>Annex 16</p> <p>Annex 11-1</p> <p>Annex 11-1</p> <p>Annex 18</p>
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(2) Contribution of output to the project purpose	Effectiveness and Constraints	Indicators/ information
	<p>The project purpose which was stipulated in the detailed contents of narrative summary of PDM, that is 'IBQP-PR will be able to upgrade and develop the technology and knowledge for productivity improvement', will be almost achieved by the end of the Project period in consideration of the following points:</p> <ul style="list-style-type: none"> - IBQP-PR developed its productivity concept, 'Systemic Productivity' in a way to meet the situation in Brazil, especially in Parana state. It acquired the ability to implement the practical activities, such as promotion of productivity movement, consultation activities, development of training courses, and so on. - Since the beginning of the second half of the Project period, the number and sector of beneficiaries have been steadily increasing. - The satisfaction of beneficiaries to the services of IBQP-PR is high. - The International Productivity Symposium is scheduled in May 2000 in Curitiba. It is observed that the ability of IBQP-PR has been advanced as they can plan and operate the symposium. 	<p>Annex 11</p> <p>Annex 9</p>
Factor inhibited	<ul style="list-style-type: none"> - The number of associate members and sponsor companies for seminars did not increase as expected because of the recession of Brazilian economy due to the monetary crisis in January 1999. 	Annex 18-1



2-2. Impact

	Contents of Impact	Reference
Direct Impact (Project Purpose Level)	<p>(1) Foreseen Impact</p> <ul style="list-style-type: none"> - In the state of Parana, the technology of IBQP-PR on productivity as well as the productivity concept proposed by IBQP-PR are being disseminated. At the same time, recognition of IBQP-PR as the only productivity organization in Parana state is rising. The concerned authorities such as MDIC, SEBRAE, Parana state and Curitiba city expected IBQP-PR to contribute to the productivity improvement. In particular, SEBRAE entrusted IBQP-PR with activities related to consultation services and productivity analysis for small and medium enterprises, as a part of the implementation of SEBRAE's policies. - The consultation services conducted to a model company (furniture manufacturing company) enjoyed a good reputation and enabled IBQP-PR to obtain new clients such as furniture manufacturing industry for group diagnosis. <p>(2) Unforeseen Impact</p> <ul style="list-style-type: none"> - The quality and productivity improvement activities of IBQP-PR were supposed to be conducted mainly toward the manufacturing industry. However, there exists needs for the quality and productivity improvement also in the public service sector in Curitiba city and state government. And IBQP-PR received requests from Curitiba city on maintenance of schools and improvement of transportation services. It is expected that the linkage with Curitiba city and the state government will be more strengthened by activating activities in this field. 	Annex 11-3
Indirect Impact (Overall goal Level)	<p>The achievement of the overall goal which was stipulated in the detailed contents of narrative summary of PDM, that is 'the concept and technology of productivity improvement will be disseminated among Brazilian society through IBQP-PR', is as follows:</p> <ul style="list-style-type: none"> - According to the improvement of technical capability of IBQP-PR, the number and sector of beneficiaries are increasing and social recognition and understanding on the productivity concept were raised. Thus the basis for the dissemination of concept and technology of productivity improvement by IBQP-PR is being established. - The ability of the IBQP-PR to implement the company assistance activities on the quality and productivity improvement, the productivity promotion activities and the human resource development activities, as a promoter of PBQP, are well recognized at the federal government level. As a result, it was agreed that IBQP-PR implement the activities throughout nationwide in Brazil as NPO. - The productivity concept proposed by IBQP-PR is a comprehensive way of thinking which is not only for manufacturing but is also related to company management, employment and socio-economic development. Thus, various requests, which are not only for the productivity area but also for the projects along with the national policies, such as reinforcement of competitiveness of enterprises and export promotion, were brought to IBQP-PR from SEBRAE and MDIC. - In January 2000, the 'Latin America Productivity Seminar' was organized with participation of eight (8) guest countries from Central and South America, in which it was agreed to create the 'Latin America Productivity Network' in order to have periodical meetings and to exchange information. Also IBQP-PR will organize 'International Productivity Symposium' in May 2000. Taking advantage of such kind of symposiums and seminars, the cooperation with quality and productivity organizations in other states and other countries has been enhanced. For example, the PROCAP seminar was held in the Ceara State and discussions with Venezuela and Colombia for the future cooperation are going on. 	
Factors inhibiting achievement of Overall Goal	<ul style="list-style-type: none"> - The linkage and cooperation with former temporary counterparts did not occur as was expected, because most of the directors and staff of IBQP-PR were allocated in the latter half of the Project and they did not have much personal contacts. Actual cooperation with former temporary counterparts was realized with Ceara and Rio Grande do Sul states. 	

2-3. Efficiency

(1) Scale of input	Efficiency	Indicator
	<p><u>Japanese side</u></p> <p>The input by the Japanese side was conducted according to the plan, which was prepared at the beginning of the Project. The plan was modified corresponding to the change of IBQP-PR's needs as identified when the Japanese study teams visited the site.</p> <p>1) Dispatch of Japanese experts</p> <ul style="list-style-type: none"> - Twelve (12) long-term experts and twenty two (22) short-term experts were dispatched and they contributed in achieving the targets of the Project. The lack of mutual understanding caused discrepancy between the needs of the Brazilian side and the input of the Japanese side in the early stage of the Project. In the beginning, the covering areas of the long-term experts were total five (5) areas (Production Management and Related Technique, Quality Control and Management, Productivity Improvement at Workplace (Kaizen), Human Resources Development and Industrial Relations). These areas were revised according to request by IBQP-PR (To put emphasis on transfer of practical technology related to corporate management assistance mainly by consulting services, To conduct technology transfer in the productivity promotion area). In response to their request, four (4) new areas of technology transfer was decided. They are Company assistance through consultation, Productivity Promotion, Human Resources Development and Productivity Measurement. In 1999, replying to the intention of IBQP-PR to activate their activities toward outside of the institute, ten (10) short-term experts were dispatched intensively to deal with more specific fields. The areas of technical guidance, timing and period of dispatch and quality of experts were appropriate. <p>2) Equipment</p> <ul style="list-style-type: none"> - It was appropriate that almost all equipment provided for the Project were procured locally considering costs and maintenance. For the activities of IBQP-PR, computers and other information equipment and audio-visual equipment for seminars are indispensable and are being used to the most. The equipment provided for the auditorium, which was completed in 1998, were suitable in quality and quantity to the purpose of this hall. <p>3) Training in Japan</p> <ul style="list-style-type: none"> - Almost all the technical staff were accepted for the counterpart training or the country focused group training in Japan. By observing the actual situation in Japan, they deepened their understanding on the contents of transferred technology. Those counterparts who completed the training in Japan are playing leading roles in activities of the Project. Moreover, for the country focused group training program, other participants than staff of IBQP-PR were invited. Establishing close relationship with such participants contributed in activating the Project activities. <p>4) Local cost</p> <ul style="list-style-type: none"> - The amount allocated was appropriate. - In January 2000, the 'Latin America Productivity Seminar' was held, of which the expenses are mostly covered by the Japanese side. This seminar was success and the timing of implementation, period and scale was appropriate. <p><u>Brazilian side</u></p> <p>1) Allocation of C/P</p> <ul style="list-style-type: none"> - Although ten (10) counterparts were planned to be recruited, but only six (6) were possible. In addition, there were resignations in the second half of the Project period. Consequently, the counterparts who continued the activities from the beginning to this moment, are four (4). Although new technical staff were employed in the second half and the technology transfer was conducted to them likewise, there was always shortage of experienced staff due to frequent dismissal and resignation. At this moment, each operational department consist of three (3) to four (4) staff and this number is not considered enough to implement the present activities of IBQP-PR. 	<p>Annex 19</p> <p>Annex 21</p> <p>Annex 8</p> <p>Annex 20-1</p> <p>Annex 20-2</p> <p>Annex 25</p> <p>Annex 6</p>

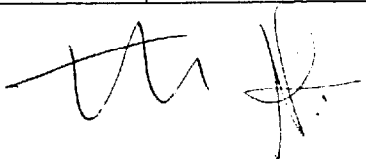
	<ul style="list-style-type: none"> - In the first half of the Project period, fifteen (15) temporary counterparts were allocated and they returned to organization they originally came from at the end of the period. In the second half, there was no allocation of temporary counterparts, since a new policy by SEBRAE to bring up three hundred (300) 'productivity agents' was proposed. - In the beginning, though there were some C/Ps who didn't have any practical experience and whose post/career were not suitable to the contents of the technology transfer, most of them had enough ability in general and enthusiastic to acquire the technology. - There was a period without the director superintendent (from April 1997 to March 1998). During this period, the vision and the strategies of the organization were not clear. <p>2) Local cost</p> <ul style="list-style-type: none"> - Total budget of approx. Rs.11.7 thousand was allocated (the amount estimated at the end of the Project period). This was covered by the contribution from SEBRAE (approx. Rs. 8.4 thousand), the subsidy from Parana state government (Rs.1.2 thousand) and the own revenue of IBQP-PR (Rs.2.1 thousand). Although the payment of SEBRAE which occupies the major part of income delayed sometimes, the budget allocation was done as planned. <p>3) Provision of machinery and equipment</p> <ul style="list-style-type: none"> - Information equipment are always taken care of and upgraded as required by the person in charge of IBQP-PR on account of IBQP-PR. Audio-visual equipment are maintained by contractors. 	<p>Annex 7</p> <p>Annex 22</p>
(2) Timing of input	<p>Owing to the inputs mentioned above, the Project produced the following outputs:</p> <ul style="list-style-type: none"> - establishment of the management system of IBQP-PR - proper operation and maintenance of the equipment - upgrading of counterparts' capability in the quality and productivity improvement - establishment of management system to implement seminars and training courses - establishment of system for consultation services - establishment of system for public relation and promotion activities <p>Thus, outputs of the Project were achieved as designed. Therefore, inputs are considered appropriate in term of quantity, quality and timing.</p>	
(3) Supporting system	<ul style="list-style-type: none"> - The Joint Coordinating Committee was held in accordance with the visits of Japanese study teams and confirmed the progress of the Project and measures to be taken. - The executive office of the technical supporting committee in Japan (JPC-SED) provided timely/necessary information on quality and productivity. Also it offered a prompt information services such as replying by e-mail to inquiry from experts. - The technical supporting committee meeting was held approximately twice a year where the advice and the recommendation to the Project were offered. 	Annex 24
(4) Linkage with other cooperation program	<ul style="list-style-type: none"> - A postgraduate course 'MA for the productivity' was developed in cooperation with the Catholic University (PUC-PR) since August 1999. - IBQP-PR is organizing the 'IX International Productivity Symposium' together with the International Productivity Service (IPS) which is scheduled to be held in the end of May 2000. - The Project cooperated in the seminar implemented by "Quality improvement of foundry technology in small and medium scale industry" project of JICA by sending a long-term expert to give a lecture. 	
(5) Utilization of Japanese study team	<ul style="list-style-type: none"> - The results of discussion reached at the time of visits of the Japanese study teams were effectively reflected in the management of the Project. In particular, when the Japanese Advisory Team visited in 1998, the Brazilian side requested to shift the technology transfer to more OJT oriented basis from simple knowledge transfer. The Project duly reflected this request and implemented in line with the request. 	Annex 24

2-4. Relevance

<p>Relevance of the Overall Goal</p>	<p>(1) Relevance to the National Policy</p> <ul style="list-style-type: none"> - The Brazilian Quality and Productivity Program (PBQP) was started by the Brazilian Government under the President Collor. The incumbent President, Mr. Cardoso decided to intensify this program and to implement the strategic plan of this program up to 2003. In order to meet with the renewed request, it is necessary to foster a productivity promotion organization like IBQP-PR which can provide activities such as corporate level management consultation, human resources development for the industrial sector, development of productivity statistics and so on. The overall goal, therefore, meets with the national policy. <p>(2) Relevance to the needs of the beneficiaries</p> <ul style="list-style-type: none"> - Since 1990, the Brazilian Government has promoted policies such as import liberalization, introduction of foreign capital and privatization of government owned companies. On the other hand, private sector is faced financial difficulty against the recession after the monetary crisis in January 1999. In such a situation, the quality and productivity improvement is a critical issue especially for small and medium enterprises in Brazil. - At the same time, mitigation of unemployment and improvement of labor management relation are important issues. As the productivity improvement movement is considered to contribute in expanding the employment opportunities, creation of a productivity organization and the promotion of movement are the way to upgrade the quality of people's life in Brazil. - Thus, the overall goal meets with the beneficiaries' needs.
<p>Relevance of the Project Purpose</p>	<p>(1) Relevance to the overall goal</p> <ul style="list-style-type: none"> - It is considered that, by upgrading the capability of IBQP-PR, the productivity improvement technology, productivity concept and the productivity index can be disseminated into various social sector, including industrial sector, labor sector and the administrative organization in the state of Parana. Therefore the project purpose is relevant to the overall goal. <p>(2) Relevance to the organizational needs of the implementation agent</p> <ul style="list-style-type: none"> - IBQP-PR has a intention to become a 'reference institution' at productivity. It means firstly that IBQP-PR should obtain the ability to consult the enterprises, not only from limited functional product quality, but from totality of management. Secondly, it also intended to promote its own productivity concept which is unique to IBQP-PR. Therefore, the Project Purpose is to meet the IBQP-PR's needs.
<p>Relevance of the cooperation planing (target level, relationship among the project goals, output, and input, implementation schedule etc.)</p>	<ul style="list-style-type: none"> - The technology transfer fields were appropriately decided considering the situation of economy and characteristics of industry of Brazil and the Parana state. - In the first half of the Project period, the technology transfer was carried out putting more weight on the knowledge transfer. But in reply to the request by IBQP-PR, it was shifted to more practical technology transfer by OJT. It is considered that the planning of the second half of the Project was relevant. - As for the temporary counterpart, there was a confusion in the beginning, due to the lack of a clear training plan for them. Later the modification focusing on more practical activities, such as OJT, was made. - In the second half of the Project period, a revision of technical transfer field was made according to the request of IBQP-PR. First, it aimed for obtaining overall management technology for productivity/quality improvement in limited management function at manufacturing workplace. However, later it put more importance on promotion of productivity movement. Since 1999, the necessity of a cooperation on the labor management relation was recognized by both Japanese and Brazilian sides, and technical cooperation was implemented mainly by short term experts. <p>In general, the planning and the modification to the plan were considered appropriate.</p>

2-5. Sustainability

Institutional and managerial aspects	<p>(1) The role of the implementing organization in government policy</p> <ul style="list-style-type: none"> - The unification of IBQP-NA and IBQP-PR, and the extension of activities of IBQP-PR as NPO, were agreed at the administrative council. Therefore the role of IBQP-PR as a promoting organization of PBQP is expected to be enhanced. Several joint projects with the MDIC are under discussion and the support from the federal government is expected to be continued and strengthened. - The concerned authorities of Parana state and Curitiba City are expressing their intention to support IBQP-PR continuously. <p>(2) Cooperation with external organizations</p> <ul style="list-style-type: none"> - The fact that the number of the project cooperation with SEBRAE has increased, such as the committee for strengthening competitiveness and purchasing power, can be interpreted that SEBRAE's expectation to IBQP-PR has increased. - It is expected that the post graduate course on productivity in cooperation with PUC-PR will be continued. - Relationship with labor unions has been enhanced, and the actual cooperation with labor unions, such as developing LM joint consultation model, training courses for labor union members, joint researches on productivity indicators are expected. <p>(3) The management of the implementing organization</p> <ul style="list-style-type: none"> - By the active employment of staff since 1998, management system and administration system has been established. For the expected expansion of the activities at the national level, further institutional development is needed. - The mission as a productivity and the basis of productivity concept are well established.
Financial Sustainability	<p>(1) Prospects on budget</p> <ul style="list-style-type: none"> - Most of the operation cost has been covered by the contribution from SEBRAE. The self-income percentage to the total operation cost in 1999 increased up to 15%. Although the contribution from SEBRAE will finish at the end of the Project, IBQP-PR is negotiating with SEBRAE to continue. As was mentioned, the relationship with SEBRAE has been strengthened and necessary budget for sustaining IBQP-PR's activities is expected to be secured. - Also MDIC, Parana state government, Curitiba city are considering financial support to IBQP-PR. <p>(2) Prospects on maintenance of equipment</p> <ul style="list-style-type: none"> - Maintenance of equipment has been done, including upgrading of software. It is expected that the necessary budget will continuously be allocated.
Technical sustainability	<ul style="list-style-type: none"> - C/P became able to implement seminars, training courses, consultation services, and promotion activities by themselves. It is expected that C/P will continue to brush up their knowledge and technology to improve the quality of their services. - All the newly employed staff take PROCAP course to learn the basics of the productivity movement, then start OJT training under supervision of the senior staff. This has made it possible to transfer technology from seniors to juniors. - Maintenance of equipment is routinely done by IBQP-PR staff or by contracted people. - The increase of activities has highlighted the shortage of manpower within IBQP-PR. In addition to outsourcing or organizing external consultant, it will be necessary to newly employ and train more staff to meet the future demand.



V. CONCLUSION

The Project will achieve its project purpose by the end of the Project period. Through the implementation of the Project, IBQP-PR has been acquiring the capability to sustain and develop its productivity improvement activities.

Based on the fruits of the Project, IBQP-PR is preparing for the implementation of its activities as national level as NPO and will be required for the institutional development and the increase of qualified staff, in order to further enhance its technical capability.

In line with the above, it is suggested that the complementary assistance be conducted especially in the field of management consulting, productivity promotion, and labor-management joint consultation.

VI. RECOMMENDATION

1. Recommendation to the superior authorities (ABC, MDIC, SEBRAE, and IBQP-NA)

- 1) The unification of IBQP-PR and IBQP-NA should be accelerated.
- 2) As an important player of PBQP, IBQP-PR is expected to promote nation-wide understanding on the productivity movement, and to introduce the concept of productivity organization widely among people. In order that IBQP-PR performs the above mentioned role, it is vitally important that the government organizations will continue to provide comprehensive support to IBQP-PR, including financial assistance.
- 3) In order to promote PBQP effectively, the related authorities should encourage industrial sectors to appreciate the meaning and the necessity of productivity movement.

2. Recommendation to IBQP-PR

In order that IBQP-PR continues and develops its activities carried out during the Project period, and implements the activities as a productivity organization in the state of Parana, and in the whole of Brazil in the future, the following points should be taken into consideration.

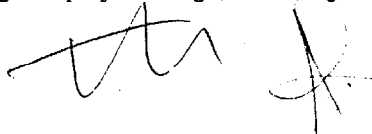
- 1) IBQP-PR should reexamine the direction of activities and the priority area to meet with the new challenges. It should be ready, if necessary, to review the organizational structure of its own, and to secure additional human resources so as to meet its growing activities.
- 2) IBQP-PR should become an organization capable of implementing practical productivity improvement at industry level. It is, therefore, important to share the transferred technology among its staff.
- 3) In order for IBQP-PR to increase its own revenue further in the future, IBQP-PR should continue to enhance services such as consultation, HRD/training and research on the productivity. Particularly, since consultation as a part of company assistance activities is very important for IBQP-PR, the continued effort must be made to foster the staff to satisfy the various customer needs, which could also support IBQP-PR in the terms of financial sustainability.



- 4) At the same time, IBQP-PR should develop new businesses by maintaining periodical communications with, and identifying the needs of each potential customer such as the federal government, the State of Parana, Curitiba city, SEBRAE, the central organization of Brazilian industrial sector, industrial federations, and labor unions. Also IBQP-PR is expected to improve the current level of services provided for the member companies further, thus improve the industry wide credibility with IBQP-PR. This should help increase revenue from the members.
- 5) By analyzing the experiences of other productivity organizations and keeping close contacts with different sectors of Brazilian society, IBQP-PR should make further effort to upgrade the productivity concept suitable to Brazil, and improve its practical methods/tools of productivity improvement including labor-management model cases. Here again, it is quite important for IBQP-PR to train its staff in the field of productivity promotion.
- 6) IBQP-PR should examine the possibility to organize/recruit the external human resources (consultants and trainers) to cope with the increasing demand for HRD training and consultation services.
- 7) In order to disseminate the experiences and knowledge obtained through the implementation of the Project, IBQP-PR is required to facilitate the cooperation activities in Latin America Productivity Network.
- 8) In order that IBQP-PR become the center of productivity in Brazil, it is necessary to secure the staff with the strong aspiration to acquire relevant skills in the ever changing environment, and the determination for the dissemination of productivity concept.

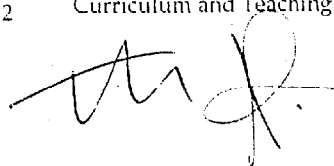
VII. LESSONS LEARNED

1. When dealing with the technology transfer of such "soft" concept as productivity, it is not easy to share common goals, the progress of the technology transfer, and the level of achievement among the parties concerned. Therefore it is quite important that the concerned parties should always monitor and agree with each other as to the meaning of the current activity in achieving the Project purpose and the progress of technology transfer.
2. With an intention to make the technology transfer easier, technical cooperation program is planned in such way that the earlier period is dedicated to knowledge transfer through lectures and the latter period for practice by OJT. However, the earlier period could become rather monotonous and tend to fail to bring about enough interests to keep C/P going. It is important to confirm the value and importance of knowledge transfer through lectures with C/P, but equally important is to regard one (1) year period as one (1) cycle of both lectures and OJT, instead of regarding the whole Project period as only one (1) cycle process when formulating the technical cooperation program.
3. In case the implementing organization is newly set up at the time of the start of the Project, it is difficult to expect the implementing organization to manage the Project as planned. It should be noted that the successful technology transfer is only possible when the implementing organization's strategy is clearly focused, equipped with right personnel, with efficient management system, and supported by the clear will to perform. Bearing in mind that these conditions may not be fully met, it is practical to monitor and adjust the agreed project design, reflecting then prevailing environmental changes.

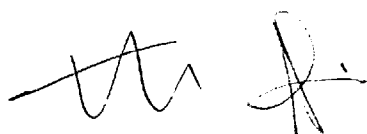


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ANNEX 1-1 Project Design Matrix (PDM) for Evaluation

Narrative Summary	Detailed Contents of Narrative Summary	Indicators	Means of Verification	Important Assumptions
Overall Goal 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.	Overall Goal The concept and technology of productivity improvement will be disseminated among Brazilian society through IBQP-PR.	1 Expansion of activities of IBQP-PR and its networks 2 Increase in number and sectors of beneficiaries of activities of IBQP-PR and its networks 3 Level of social recognition of IBQP-PR	1 IBQP-PR report 2 IBQP-PR report 3 Interviews with clients and questionnaire to clients and related organizations	a The political and economic situation of Brazil will remain stable. b The existing national policy on promoting productivity improvement will maintain its continuity.
Project Purpose The IBQP Parana will be able to upgrade the present technology and knowledge level in regard to quality and productivity.	Project Purpose The IBQP-PR will be able to upgrade and develop the technology and knowledge for productivity improvement.	1 Number and sectors of beneficiaries of activities of IBQP-PR 2 Level of satisfaction of beneficiaries with activities of IBQP-PR	1 IBQP-PR report 2 Interviews with clients and questionnaire to clients and related organizations	a The PBQP program will be enhanced as a policy direction for the Project. b The networks with beneficiaries and organizations supportive to IBQP-PR will be strengthened.
Outputs 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. 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.	Outputs 1 The management system of the Project will be established. 2 The equipment necessary to implement activities in the said field will be provided, operated and maintained properly. 3 The technical capability of C/P will be upgraded in the said field. 4 Seminars and training courses will be established and managed. 5 Consultation services will be implemented systematically. 6 Public relations and promotion for productivity improvement will be implemented systematically.	1-1 Organization and capacity of staff 1-2 Balance of budget 1-3 Strategic plans and their record of the activities 1-4 Organizational structure of management 1-5 Organizational identity, vision and concept 2-1 Contents and operational condition of equipment 3-1 Allocation of C/P 3-2 Assessment of C/P by the Japanese experts 4-1 Number and type of seminars 4-2 Number of training courses 4-3 Curricula and teaching material 4-4 Manuals 5-1 Number of consultations 5-2 Manual for consultation methodology 6-1 Publications issued, bulletin and homepage 6-2 Number of organized forums 6-3 Number of productivity network 6-4 Number of associate members Service to associate members	1-1 IBQP-PR record 1-2 IBQP-PR record 1-3 IBQP-PR record 1-4 Social Statutes of IBQP-PR Records of council meetings 1-5 Statement of IBQP-PR 2-1 Inventory of equipment and list of contracted dealers 2-2 Utilization of Auditorium 3-1 Allocation list of C/P 3-2 Evaluation sheet for technical transfer 4-1 Activity record 4-2 Activity record 4-3 List of curricula and teaching materials 4-4 Contents of manual 5-1 Activity record 5-2 Contents of manual 6-1 List of publications Bulletin and homepage 6-2 List of organized forums and their participants 6-3 List of productivity network 6-4 List of associate members List of services to associate members	a SEBRAE and the state of Parana will continue to provide necessary support to the Project. b The trained counterpart will remain at IBQP-PR.

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

ANNEX 1-2 Achievement of the Project based on PDM

Detailed contents of Narrative Summary	Verifiable Indicators	Achievement	Reference
<u>Overall Goal</u> The concept and technology of productivity improvement will be disseminated among Brazilian society through IBQP-PR.	1. Expansion of activities of IBQP-PR and its networks 2. Increase in number and sectors of beneficiaries of activities of IBQP and its networks 3. Level of social recognition of IBQP-PR	1. Basis for dissemination of concept and technology of productivity improvement by IBQP-PR is being established. 2. Number of beneficiary companies and beneficiary sector is increasing. 3. Ability of IBQP-PR as a promoter of productivity concept is widely recognized.	Annex 17 Annex 11 Annex 9
<u>Project Purpose</u> The IBQP will be able to upgrade and develop the technology and knowledge for productivity improvement.	1. Number of sectors of beneficiaries of activities of IBQP-PR 2. Level of satisfaction of beneficiaries with activities of IBQP-PR	1. The number of beneficiary companies and beneficiary sectors has increased upto 118 since the Project started. 2. Satisfaction of beneficiaries to services of IBQP-PR is high. IBQP-PR has reached the level so as to upgrade and develop the technology and knowledge for productivity improvement.	Annex 11 Annex 9
<u>Outputs</u> 1. The management system of the Project will be established. 2. Equipment necessary to implement activities in the said field will be provided, operated and maintained properly. 3. The technical capability of C/P will be upgraded in the said field.	1-1. Organization and capacity of staff 1-2. Balance of budget 1-3. Strategic plans and their record of the activities 1-4. Organizational structure of management 1-5. Organizational identity, vision and concept 2-1. Contents and operational condition of equipment 3-1. Allocation of C/P 3-2. Assessment of C/P by Japanese experts	1-1. The managing system which consist of 35 staff member has been established. Many experienced staff were employed. 1-2. Operation cost is mainly covered by the budget of SEBRAE and revenue from own sources amounted to 15% of operation cost. 1-3. The strategic operation plan is expressed in many papers like bulletin. 1-4. The mechanism of decision making has been established since the revision of Social Statute in 1997. 1-5. Organizational identity, mission and own productivity concept are expressed in bulletin etc. 2-1. Necessary equipment are properly provided, operated and maintained. 3-1. Twenty (20) counterparts who are working at present have upgraded the technical capability. Fifteen (15) temporary counterparts acquired technology in the first stage. 3-2. The technical capability of C/P has been upgraded so as to implement productivity improvement activity by themselves and to give lectures about productivity issues.	Annex 5-1 Annex 6 Annex 7 Annex 5-5 Annex 5-1, 5-2, 5-3 Annex 5-5 Annex 8 Annex 10 Annex 6-1 Annex 23

(to be continued)

4. Seminars and training courses will be established and managed.	4-1. Number and type of seminars	4-1. Fifty six (56) seminars were held and more seminars are planned.	Annex 11-1
	4-2. Number of training courses	4-2. Seventeen (17) PROCAP courses (5 days) were conducted to train 234 productivity facilitator totally. 250 participants joined the 2 days PROCAP II course.	Annex 11-2
	4-3. Teaching materials	4-3. Teaching materials are well prepared.	Annex 12
	4-4. Curricula and manuals	4-4. Manuals are well prepared.	Annex 13
5. Consultation services will be implemented systematically.	5-1. Number of consultations	5-1. Consultation services were carried out to thirty six (36) entities including thirty one (31) companies.	Annex 9 Annex 11-3
	5-2. Manual for consultation methodology	5-2. Manual was developed in the Project.	Annex 14
6. Public relations and promotion for productivity improvement will be implemented systematically.	6-1. Publications issued, bulletin and homepage	6-1. Public relations and promotion for productivity improvement were implemented systematically using publication, bulletin, homepage etc.	Annex 15
	6-2. Number of organized forum	6-2. Productivity forum were held separately for different sectors.	Annex 16
	6-3. Number of productivity network	6-3. Productivity network is expanding through joint seminars with institutions in other states.	Annex 17
	6-4. Number of associate members Service to associate members	6-4. Number of associate members is 348 organizations at the end of December 1999.	Annex 18

(to be continued)

Activities	Inputs		
	R/D	Achievement	
1-1. Allocate necessary personnel 1-2. Formulate and monitor plans of activities 1-3 Make budget plan and execute properly 1-4 Establish and operate management system 1-5 Articulate statement of IBQP-PR 2-1 Implement the provision and installment of necessary equipment 2-2 Operate and maintain the equipment 3-1 Assess the technical capacity of C/P through on-the-job- training 3-2 Make plan of technology transfer to C/P 3-3 Implement technology transfer to C/P 3-4 Evaluate the result of technology transfer to C/P 4-1 Make plan of activities 4-2 Develop contents of seminars and training courses 4-3 Elaborate materials for seminars and training courses 4-4 Execute seminars and training courses 4-5 Evaluate the result of activities 5-1 Make plan of activities 5-2 Define consultancy model 5-3 Identify and negotiate with clients 5-4 Conduct consultation 5-5 Evaluate the result 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 result of activities	<u>Inputs by Japanese Side</u> 1. Dispatch of experts a) Long term experts Chief Advisor Project Coordinator Productivity improvement at work place (Kaizen) Production management and related technique Measurement and analysis of quality and productivity Human resources development and industrial relations b) Short-term experts Appropriate number of short term experts will be dispatched as necessity arises.	<u>Inputs by Japanese Side</u> 1. Dispatch of experts a) Long term experts Twelve (12) long term experts were dispatched. In the beginning, covering area of long term experts were as follows: - Chief Advisor - Project Coordinator - Production management and related technique - Quality control and management - Productivity improvement at work place (Kaizen) - Human resources development and industrial relations - Productivity Measurement These were revised to four areas of - Company assistance - Productivity promotion - Human resources development - Productivity measurement b) Short-term experts Twenty two (22) short term experts were dispatched were dispatched intensively to more specific fields.	Annex 19
	2. Accepting counterpart A certain number of the C/P per year	2. Forty (40) counterparts were accepted in Japan for training. Moreover, for the country focused training program, thirteen (13) participants other than counterparts were invited.	Annex 20
	3. Provision of machinery and equipment	3. Computers, other information equipment and audio-visual equipment equivalent to approximately 847 thousand reales were provided. Also materials for library of approx. 4 million yen were provided.	Annex 21
	4. Total budget Necessary budget for the implementation of the Project	4. Total amount of approximately 908 million yen was spent.	Annex 25
	<u>Inputs by Brazilian Side</u> 1. Provision of land, building, facilities for the Project 2. Allocation of C/P 3. Provision of machinery and equipment 4. Local cost Necessary budget for the implementation of the Project	<u>Inputs by Brazilian Side</u> 1. Land, building and facilities necessary for the Project were provided 2. Total 20 C/P are working. 3. Machinery and equipment equivalent approximately 321 thousand reales were provided. 4. Total amount of approximately 11.7 million reales was allocated for the Project, including own revenue.	Annex 22
			Annex 6 Annex 22
			Annex 7

Chronological Review of the Project

(1/4)

Year	Month	Items
1993	Dec.	The Government of the Republic of Brazil requested the Government of Japan for technical cooperation
1994	Mar. Nov.	Dispatch of the Japanese Preliminary Survey Team Dispatch of the Japanese Experts Survey Team
1995	Jan. Mar. April May June July Aug. Sept. Oct. Nov. Dec.	Establishment of the Brazilian Institute of Quality and Productivity in Parana (IBQP-PR) in Curitiba, Parana First IBQP-PR Administrative Council Meeting (7, Mar.) Appointment of Technical Director of IBQP-PR Dispatch of the Japanese Implementation Survey Team Appointment of Superintendent Director of IBQP-PR Start of the Project (1, June, 1995) Dispatch of two (2) long-term experts (Chief advisor and Coordinator) Introduction of the Project at Maringa City, Parana by Chief advisor Dispatch of three (3) long-term experts (Quality control & management, Human resources development & industrial relations, and Production management & related techniques) Dispatch of one (1) long-term expert (Genba kaizen) and one (1) short-term expert (Measurement & analysis of quality & productivity) Introduction of the Project at Londrina City, Parana by Chief advisor Introduction of the Project at Pato Branco City, Parana by Chief advisor Dispatch of one (1) short-term expert (Measurement & analysis of quality & productivity) Dispatch of one (1) short term expert (Production management) Training of one (1) Brazilian counterpart personnel in Japan (Quality & productivity management) Second Administrative Council Meeting (1, Dec.)
1996	Jan. Mar. April	Training of one (1) Brazilian counterpart personnel in Japan (Quality & productivity management) Training of eight (8) Brazilian counterpart personnel in Japan (Quality control & productivity technique) Publication of "Uma visao do modelo Japonês da produtividade" Dispatch of one (1) long-term expert (Measurement & analysis of quality & productivity)

1996	June Nov. Dec.	Third Administrative Council Meeting(23, April) Dispatch of the Japanese Consultation Team Dispatch of one(1) short-term expert(Industrial engineering) Dispatch of one(1) short-term expert(Marketing for quality) Fourth Administrative Council Meeting(21, Nov.) Resignation of Technical Director
1997	Jan. Feb. Mar. April May June July Aug. Oct. Nov.	Training of three(3) Brazilian counterpart personnel in Japan(Genba kaizen, Production management, and Quality management) Training of ten(10) Brazilian counterpart personnel in Japan(Quality & productivity control) Dispatch of one(1) short-term expert(Total quality management) Appointment of Technical Director Publication of "Kaizen e suas aplicacoes" Fifth Administrative Council Meeting(31, Mar.) Appointment of Administration Director Dispatch of one(1) short-term expert(Management consultation) Resignation of Superintendent Director of IBQP-PR Dispatch of one(1) long-term expert(Replacement of chief advisor) Explanation of IBQP-PR consulting model to member companies at FIEP Introduction of the Project at Francisco Bertrao City, Parana by Chief advisor Signing of consulting activity with TN Metal Co. and YOK Equipament Co. Dispatch of one(1) short-term expert(TQM in service industry) Dispatch of one(1) short-term expert(OJT in genba kaizen) Dispatch of one(1) long-term expert(Human Resources Development -HRD & Industrial Relations) Change of Technical Transfer Field of one(1) long-term expert from HRD & Industrial relations to HRD and Industrial Relations(Promotion) Training of one(1) Brazilian counterpart personnel in Japan(Quality & productivity management)
1998	Jan.	Training of three(3) Brazilian counterpart personnel in Japan(Productivity measurement & analysis, Productivity promotion, and Productivity measurement & analysis) Dispatch of one(1) short-term expert(Consulting methodology) Training of ten(10) Brazilian counterpart personnel in Japan(Quality & productivity technique)

1998	Feb.	Resignation of Technical Director
	Mar.	Appointment of Superintendent Director
	Mar.	Appointment of Technical Director
		Dispatch of one(1) short-term expert(Measurement & analysis of quality & productivity)
		Signing of transfer of IBQP-PR building from Parana State
		The Sixth Administrative Council Meeting(24, Mar.)
	April	Change of technical transfer field of one(1) long-term expert from Measurement and analysis of quality & productivity to Production management & related techniques
		Dispatch of JICA Team of the Mining & Industrial Development Cooperation Department
	May	Dispatch of one(1) long term expert (Coordinator replacement)
		Signing of consultation contract with Curitiba City
		Start of four(4) technical departments of IBQP-PR: Technology Application(TA), Productivity Movement(PM), Knowledge Management(KM), and Research & Development(R&D) Department
	June	Dispatch of one(1) short-term expert(Consulting methodology)
1999		Start of the construction of the IBQP-PR new building
		Completion of the first stage of the Project: Certificate to twenty(20) Brazilian counterpart personnel
		Publication of the "A produtividade na visao do IBQP-PR"
		Resignation of Administration Director
	July	Dispatch of the Japanese Management Consultation Team
	Oct.	Training of one(1) Brazilian counterpart personnel in Japan(Quality & productivity management)
		Resignation of Technical Director
	Nov.	Appointment of Technical Director
		Start of productivity facilitator pilot course(PROCAP-I)
	Dec.	Dispatch of the Japanese Advisory Team
1999		Completion of the new building of IBQP-PR
		Seventh Administrative Council Meeting(14, Dec.)
	Jan.	Appointment of Project Technical Coordinator
		Training of twelve(12) Brazilian counterpart personnel in Japan(Quality & productivity technique)
	Feb.	Start of the productivity facilitator regular course(PROCAP III)
1999		Signing of the consulting activity with Flexiv Co.
		Publication of the "Gestao pela qualidade total"
	Mar.	Dispatch of one(1) long-term expert(Production management & related techniques)
		Training of one(1) Brazilian counterpart personnel in

1999	April	Japan(Productivity organization management) Dispatch of two(2) short-term experts(Labor management relations)
	April	Eighth Administrative Council Meeting(19, April)
	June	Start of Labor Relation(LR) Department as the fifth department
	July	Dispatch of one(1) short-term expert(Production cost accounting procedure) Training of one(1) Brazilian counterpart personnel in Japan(Productivity organization management) PROCAP at Rio de Janeiro City and Fortaleza City, Ceara
	Aug.	Dispatch of one(1) short-term expert(Productivity indicators at micro level) Appointment of New Project Director Start of consulting activity of furniture association Introduction & consultation to Euvaldo Lodi Institute(IEL), Santa Catarina State
	Oct.	Signing of the consulting activity with Volpi Co.
	Nov.	The Ninth Administrative Council Meeting(9, Nov.) Dispatch of one(1) short-term expert(Management information system) Training of two(2) Brazilian counterpart personnel in Japan(Measurement of productivity improvement) Training of seven(7) Brazilian counterpart personnel in Japan(Quality & productivity technique) Presentation of Systemic Productivity of IBQP-PR at the 1 st International Congress on Quality & Productivity, Porto Alegre City, Rio Grande do Sul
	2000 Jan.	Dispatch of two(2) short-term experts(Institution building of productivity organization and Productivity indicators at micro level) Publication of the "Projeto aumento da produtividade" Follow-up Seminar of counterpart personnel(TCP) and the First Latin American Seminar on Productivity
	Feb.	Dispatch of two(2) short-term experts(Visual merchandizing and Labor management relations)
	Mar.	Dispatch of two(2) short-term experts(Industrial engineering method & practice and Development of consultant training course) Finishing the consulting activity at Volpi Co.
2000	Mar. & Apr.	Dispatch of the Japanese Evaluation Team
	May	Hosting of the Ninth International Productivity Symposium at CIETEP, Curitiba(scheduled)

ANNEX 3

Tentative Schedule of Implementation (TSI)

CALENDAR YEAR	1994				1995				1996				1997				1998				1999				2000	
JAPANESE FISCAL YEAR	93	1994				1995				1996				1997				1998				1999				
	IV	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 Teams	▲			▲	▲					▲								▲	▲							▲
2 Dispatch of Experts																										
(1) Long Term Experts																										
a) Chief Advisor																										...
b) Coordinator																										...
c) Quality Control & Management																										...
d) Production Management and Related Techniques																										...
e) Productivity Improvement at Work Place (KAIZEN)																										...
f) Measurement and Analysis of Quality and Productivity																										...
g) Human Resources Development and Industrial Relations																										...
(2) Short Term Experts (if necessity arises)																										...
3 Training of C/P in Japan																										
C/P training																										
Country-focused group training course																										
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																										

— : achieved or determined

..... : Plan

▲ : Dispatched

ANNEX 4-1 (1/2)

Plan of Operations for Productivity Improvement at Workplace "Kaizen" and Quality Control and Management

Dep. In Charge: Technology Application

	Activities	In charge	1995			1996				1997				1998				1999				2000		Person in Charge Brazilian side	Person in Charge Japanese side
			FY1995			FY1996				FY1997				FY1998				FY1999				FY			
			Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr		
"Kaizen" 1. Knowledge Transfer	1) Production Management	Expert				■																		Willy, Gislene	Aso
	2) 5S	Expert					■																	Willy, Gislene	Aso
	3) SGA	Expert						■																Willy, Gislene	Aso
	4) Sugestion system	Expert						■																Willy, Gislene	Aso
	5) Operation standard	Expert						■																Willy, Gislene	Aso
	6) Safty Management	Expert							■															Willy, Gislene	Aso
	7) IE	Expert								■														Willy, Gislene	Aso
	8) Material Management	Expert									■													Willy, Gislene	Aso
	9) Poka Yoke	Expert										■												Willy, Gislene	Aso
"Quality Control & Management" 1. Knowledge Transfer	1) TQC	Expert				■																		Willy, Gislene	Tamura
	2) Quality Control	Expert				■																		Willy, Gislene	Tamura
	3) Analysis and kaizen	Expert				■																		Willy, Gislene	Tamura
	4) Statics Method	Expert					■																	Willy, Gislene	Tamura
	5) Management (Control Chart)	Expert						■																Willy, Gislene	Tamura
	6) A process management	Expert							■															Willy, Gislene	Tamura
	7) Process control	Expert							■															Willy, Gislene	Tamura
	8) Principle management	Expert								■														Willy, Gislene	Tamura
	9) Box making	Expert												■										Tiemi	Nagasawa
	10) QC Quize	Expert														■								Willy, Gerson	Nagasawa
	11) QCOV lecture	Expert															■							Willy, Shuji	Nagasawa
	12) LNP lecture	Expert																■						Willy, Gerson, Shuji	Nagasawa
	13) KSS lecture	Expert																	■					Willy, Gerson, Shuji	Nagasawa
	14) Robot making	Expert																		■				Willy	Nagasawa

ANNEX 4-1 (2/2)

	Activities	In charge	1995				1996				1997				1998				1999				2000		Person in Charge Brazilian side	Person in Charge Japanese side
			FY1995				FY1996				FY1997				FY1998				FY1999				FY			
			Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr			
2.OJT	1) QCOV																									
	1 To assign OJT site	IBQP																								
	2 To implement	IBQP*																								
	a) Flexiv (MC)																									
	2) LNP																									
	1 To assign OJT site	IBQP																								
	2 To implement	IBQP*																								
	a) 5th Int. conf of QFD	IBQP																								
	b) Flexiv (MC)	IBQP																								
	3) PST																									
	1 To assign OJT site	IBQP																								
	2 To implement	IBQP*																								
	a) TNMetal, Yok																									
	b) Flexiv (MC)																									
	c) SME																									
	d) URBS																									
	e) FAS																									
	5) TQM																									
	1 To assign OJT site	IBQP																								
	2 To implement	IBQP*																								
	a) SME																									
b) FAS																										
c) URBS																										
d) Flexiv (MC)																										
6) SGA																										
1 To assign OJT site	IBQP																									
2 To implement	IBQP*																									
a) FAS																										
b) URBS																										
c) Flexiv (MC)																										
3. Manual Making	1) QCOV	Both																								
	2) LNP	Both																								
4. Prov. Info.	1) Communi. game	Expert																								
	2) Transmis. game	Expert																								
	3) KSS	Expert																								

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

ANNEX 4-2 (1/3)

Dep. In Charge: Technology Application

Plan of Operations for Production Management and Related Techniques

Activities		In charge	1995			1996			1997			1998			1999			2000		Person in charge Brazilian side	Person in charge Japanese side
			FY1995			FY1996			FY1997			FY1998			FY1999			FY			
			Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr		
1. Knowledge Transfer	1) Basics of Productivity	Expert																		Willy	Wada
	2) Productivity movement and management of an enterprise	Expert																		Willy	Wada
	3) Productivity movement and labor-management relations	Expert																		Willy	Wada
	4) Productivity and gain sharing	Expert																		Willy	Wada
	5) Promotion of productivity movement and its schemes	Expert																		Willy	Wada
	6) Role of productivity organizations and its activities	Expert																		Willy	Wada
	7) Introduction to Human Resources Development	Expert																		Willy	Wada
	8) Production Management	Expert																		Willy	Amano
	9) Process Control	Expert																		Willy	Amano
	10) Maintenance Management	Expert																		Willy	Amano
	11) Cost Management	Expert																		Willy	Mitsumori
	12) Roles of Consultant	Expert																		Willy	Mitsumori
	13) Management Consulting Method	Expert																		Willy	Mitsumori
	14) Micro(Company) level productivity measurement	Expert																		Willy	Mitsumori
	15) Financial Analysis	Expert																		Willy	Mitsumori
	16) Basic Training for new member	IBQP*																		Willy, Gislene, Simone, Piva	Mitsumori
	17) Production Cost Accounting Procedure	Expert																		Willy, Shuji, Gerson	STE
	18) Management Information System	Expert																		Willy, Shuji, Gerson	STE
2. OUT	1) Basic Practice of MC-1st Companies	IBQP*																		IBQP*	Mitsumori/STE
	2) Basic Practice of MC-2ndCompany	IBQP*																		IBQP*	STE/Mitsumori
	3) Management Consulting																				
	Consulting Activity - 1 st Company																			Torres	Mitsumori
	1 To negotiate with client company																				
	1.1 To contact and start negotiation	IBQP*																			
	1.2 To present IBQP proposal	IBQP*																			
	1.3 To sign agreement	IBQP																			

ANNEX 4-2 (2/3)

Activities	In charge	1995				1996				1997				1998				1999				2000		Person in charge Brazilian side	Person in charge Japanese side	
		FY1995				FY1996				FY1997				FY1998				FY1999				FY				
		Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr				
2. CJT	2. Diagnosis																									
	2.1 First stage diagnosis	IBQP*																								
	.To carry out diagnosis overall view point	BOTH																						Willy, Shuji	Mitsumori	
	.To present results of the first stage diagnosis (to top management)	BOTH																						Simone		
	.To establish the plan or direction for second slage diagnosis	BOTH																								
	2.2 Second stage diagnosis																									
	.To make detail investigation	BOTH																						Shuji	Ito	
	.To provide countermeasures	BOTH																						Willy	STE(Miyata, Wakamatsu)	
	.To present Action Plan or final recommenda- tion (to top management)	BOTH																								
	3. To do / Implementation	BOTH																							Shuji/Willy /Andre	Ito
	4. Check or Action	BOTH																							Shuji/Willy /Andre	Ito
	5. Finalize	BOTH																							Shuji/Willy /Andre	Ito
	4) Consulting Activity - 2ª Company																									
	1. To negotiate with client company	IBQP*																							Torres	Ito
	1.1 To contact and start negotiation	IBQP*																								
	1.2 To present IBQP proposal	IBQP*																								
	To sign agreement	IBQP*																								
	2. Diagnosis & other service																									
2.1 To conduct seminar for Top management	IBQP*																								Ito	
2.2 To provide training course f/ middle mngrs	IBQP*																								Ito	
2.3 First stage diagnosis (Quick Diagnosis)	BOTH																							Willy, Shuji	Ito	
.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																									

ANNEX 4-2 (3/3)

	Activities	In charge	1995				1996				1997				1998				1999				2000		Person in charge Brazilian side	Person in charge Japanese side
			FY1995				FY1996				FY1997				FY1998				FY1999				FY			
			Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr			
2. OJT	2.2 Second stage diagnosis	BOTH																						Willy, Shuji, Andre	Ito	
	.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*																						Willy, Shuji, Andre	Ito	
	4. Check or Action	IBQP*																						Willy, Shuji, Andre	Ito	
	5. Finalize	IBQP*																						Willy, Shuji, Andre	Ito	
	5) Consulting Activity - 3 rd Company																									
	1. To negotiate with client company	IBQP*																							Torres Piva	Ito
	2. Diagnosis																									
	2.1 First stage diagnosis	BOTH																							Willy/Gerson	Ito
	2.2 Second stage diagnosis	BOTH																							Willy/Gerson	Ito
	3. To do / Implementation	IBQP*																							Willy/Gerson	Ito
	4. Check or Action	IBQP*																							Willy/Gerson	Ito
	5. Finalize	IBQP*																							Willy/Gerson	Ito
3. Manual Making	1. IBQP-PR Consulting Model (First Version)	Both																							Mitsumori	
	2. Establishment of IBQP's MC Methodology	Both																						Willy	Ito	
4. Prov. Info.	1. Feasibility study for MC activity	Expert																							Ito	
	2. Administration of Management Consulting	Expert																							Ito	

ANNEX 4-3 (1/3)

Dep. In Charge: Productivity Movement

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

	Items and Activities	In charge	1995			1996			1997			1998			1999			2000		Person in charge Brazilian side	Person in charge Japanese side
			FY1995			FY1996			FY1997			FY1998			FY1999			FY			
			Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr		
I Knowledge Transfer	1) Basics of Productivity	Expert																		Ney, Marilia, Walter	Wada
	2) Productivity movement and management of an enterprise	Expert																		Ney, Marilia, Walter	Wada
	3) Productivity movement and labor-management relations	Expert																		Ney, Marilia, Walter	Wada
	4) Productivity and gain sharing	Expert																		Ney, Marilia, Walter	Wada
	5) Promotion of productivity movement and its schemes	Expert																		Ney, Marilia, Walter	Wada
	6) Role of productivity organizations and its activities	Expert																		Ney, Marilia, Walter	Wada
	7) Introduction to Human Resources Development	Expert																		Ney, Marilia, Walter	Wada
	8) Introduction to Productivity Promotion	Expert																		Pires, Adalberto	Wada
	9) Promotion of Labor Management	Expert																		Pires, Adalberto	Wada
	10) Labor Management Relations	Expert																		Kassem/Ney	STE
	11) Labor Management Joint Consultation	Expert																		Kassem/Ney	STE
2 OJT	1) Planning and implementation of Promotion seminar																				
	1 P'ty seminar (Latin American)	BOTH																		Ney, Pires, Kassem	Wada
	2 P'ty seminar IPSIX	BOTH																		Torres, Ney, Pires, Simone, MJ, Walter, Adalberto, Piva	Wada
	3 P'ty Top management seminar	BOTH																		Pires, Ney, Kassem	Wada
	4 P'ty Labor management seminar	BOTH																		Torres, Parada, Kassem, Pires, Walter	Wada
	5 Opening Ceremony of New Building	BOTH																		Pires, Ney, Walter	
	6 Cases seminar (W/TA)	BOTH																		Ney, Willy, Pires	Wada, Ito, STE
7 Indicators seminar (W/R&D)	BOTH																		Ney/Gislene	Wada, Ito, STE	

ANNEX 4-3 (2/3)

Items and Activities	In charge	1995				1996				1997				1998				1999				2000		Person in charge	Person in charge	
		FY1995				FY1996				FY1997				FY1998				FY1999				FY	Brazilian side			Japanese side
		Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr				
8 Training seminar (W/KM)	BOTH																						Ney / Tiemi	Wada, STE		
9 International seminar(inc. Quality 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/Kassem Walter			
3) Liaison Committees (Productivity Forum)																										
1 Internal preparation	BOTH																						Ney/Pires	Wada		
2 External discussion	IBQP*																						Ney			
1 Academy																							Ney			
2 Government																							△ Ney / Pires			
3 Labor Unions																							Ney/ Kassem			
4 Employers																							Ney / Pires			
5 Consumers/ NGOs																							Ney			
3 Report presentation	BOTH																						△ Ney / Pires			
4) Development of Liaison Committes' Results																										
3 Sectorial Approach (Competitiveness)	BOTH																						Ney / Pires	Wada		
5) Planing and managing the marketing tools development for promotion																										
1 P'ty booklet	IBQP*																						Pires, Marilia	Wada		
2 Audio & Video materials	IBQP*																						Marilia, Walter	Wada		
3 Web pages	IBQP*																						Pires, Marilia	Wada		
a) home page																										
b) News on IBQP (Clipping)																										
4 P'ty Passport /Folder	IBQP*																						Pires/Simone	Wada		
a)IBQP Institution Folder																										
b)promotion kit																										
5 Periodical	IBQP*																						Pires	Wada		
6 TV programs	IBQP*																						Pires	Wada		
7 Successful cases	IBQP*																						Pires/Simone	Wada		
8 Indicator book	IBQP*																						Pires/Mariano/Gis lene/Piva	Wada		

ANNEX 4-3 (3/3)

Items and Activities	In charge	1995			1996			1997			1998			1999			2000		Person in charge	Person in charge	
		FY1995			FY1996			FY1997			FY1998			FY1999			FY	Brazilian side			Japanese side
		Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan				
6)Promotion of Labor Management Relations																					
1 Model Making of LMJC	IBQP*																		Kassen/Gerald	Wada	
2 Discussions with external Orgns on LMJC	IBQP*																		/Cid	Wada	
3 Implementation of the model																			Kassen/Gerald/ Cid/Torres	Wada	
3.1 Contact, Negotiation and Agreement	IBQP*																		Kassen/Gerald/ Cid/Torres	Wada	
3.2 Presentation of the model and detail explanation	IBQP*																				
3.3 Selection of Participants of labor and mgt. Sides	IBQP*																				
3.4 Education and Training of the participants	IBQP*																				
3.5 Establishment of LMJC code of the enterprise	IBQP*																				
3.6 Selection of Topics for LMJC	IBQP*																				
3.7 Implementation of the LMJC	IBQP*																				
3.8 Follow up of the result	IBQP*																				
4 Training on LMJC																					
4.1 LMJC Basic Course Preparation	BOTH																		Kassen/Gerald/ Cid KM manager	Wada/STE	
4.2 LMJC Basic Course Implementation	IBQP*																			Wada/STE	
1) Cases of JPC-SED businesses	Expert																			Wada/STE	
2) Cases of promotion activities of JPC-SED	Expert																			Wada/STE	
3) Activities and business examples of other NPOs	Expert																			Wada/STE	
4) Promotion of Labor-Management Joint Consultation (with the Japanese references)	Expert																			Wada/STE	

Plan of Operations for Human Resources Development and Industrial Relation (HRD)

	Activities	In charge	1995			1996				1997				1998				1999				2000		Person in charge	Person in charge	
			FY 1995			FY 1996				FY 1997				FY 1998				FY 1999				FY				
			Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr			
1. Knowledge Transfer	1) Basics of Productivity *	Expert																						Tiemi	Wada	
	2) Productivity movement and management of an enterprise*	Expert																						Tiemi	Wada	
	3) Productivity movement and labor-management relations*	Expert																						Tiemi	Wada	
	4) Productivity and gain sharing*	Expert																						Tiemi	Wada	
	5) Promotion of productivity movement and its schemes*	Expert																						Tiemi	Wada	
	6) Role of productivity organizations and its activities*	Expert																							Tiemi	Wada
	7) Introduction to Human Resources Development *	Expert																							Tiemi	Wada
	8) Leveling Knowledge (Internal mini courses)	BOTH																						Tiemi, Gislene, Ney, Willy, Walter, J Roberto	Takizawa	
	9) Capacitation Integral	IBQP																							MJ, Rubens, Tiemi, Alb. AnaP	Takizawa
2. OJT	10) Box Making [Development of PROCAP]	Expert																							Tiemi, Gênia,	Nagasawa
	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 III 40 to 60 hours																									
	1 Course Program (modules, timetable, instructors, rules and Procedure manuals, etc.)	IBQP*																							Tiemi, Alberto	Takizawa
	2 Material Elaboration	IBQP																							Tiemi, Alberto	Takizawa
	3 Evaluation and Selection of Participants	IBQP*																							Tiemi, Alberto, MJ, AnaP, Rubens	Takizawa
	4 Formal invitation	IBQP																							Alberto, M. José	Takizawa
	5 Execution	IBQP																							Tiemi, Alberto, Rubens, Ana	Takizawa
	6 Evaluation and review for next PROCAP III	BOTH																							MJ, Rubens, Tiemi	Takizawa
	3) PROCAP I Seminar																								Alberto, AnaP	
	1 To define the attendants	IBQP																							MJ, Tiemi, Albe	Takizawa

Activities	In charge	1995				1996				1997				1998				1999				2000		Person in charge	Person in charge
		FY1995				FY1996				FY1997				FY1998				FY1999				FY			
		Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr			
2 To define partners and location	IBQP																						Director	Takizawa	
3 To structure the program contents	BOTH																						Tiemi, MJ	Takizawa	
4 To elaborate the marketing strateg	IBQP																						Tiemi,MJ,	Takizawa	
5 To elaborate the material	IBQP*																						AnaP	Takizawa	
6 Formal invitation	IBQP																						Director,MJ	Takizawa	
7 Execution	IBQP																						Tiemi,Alberto, Rubens, AnaP	Takizawa	
8 Evaluation and review for next PROCAP	BOTH																						Tiemi,Alberto,M aria	Takizawa	
																							José,Director, Rubens		
4) PROCAP II 8 to 16 hours																									
1 Course Program	IBQP*																						Tiemi,Alberto,M aria Jose	Takizawa	
2 Material Elaboration	IBQP																						Tiemi,Alberto, AnaP	Takizawa	
[General guidance on IBQP for new comers (Internal training)]																							Alberto,Tiemi,A na Paula	Takizawa	
1 To define subjects & program	IBQP*																								
2 To implement	IBQP*																								
[Development of Consultant Training Course]																									
1 To identify the needs of the market	IBQP*																						Willy,Shuji,Rub ens, Tiemi, AnaP, Alberto	Takizawa	
2 To plan the course	IBQP*																								
3 To prepare for implementation	IBQP*																								
4 To implement pilot course	IBQP*																								
5 To evaluate the result	IBQP*																								

ANNEX 4-4 (3/3)

Dep.in Charge: Knowledge Management

	Activities	In charge	1995				1996				1997				1998				1999				2000		Person in charge	Person in charge
			FY1995				FY1996				FY1997				FY1998				FY1999				FY			
			Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Brazilian side		
3. Prov. Info.	1) System for IBQP's training courses establishment																									
	1 To design the needs survey	BOTH																							Tiemi,M.José	Takizawa
	2 To establish the structure of IBQP' training course	BOTH																							Tiemi,M.José	Takizawa
	3 Training center management	IBQP*																								
	2) Suggestion on new course plan																									
	1 Practical VA course	Expert																								
	2 In-company training	Expert																								
	3 In-company newsletter	Expert																								
	4 Traning courses for middle managers	Expert																								

ANNEX 4-5

Plan of Operations for Measurement and Analysis of Quality and Productivity

	Activities	In charge	1995			1996				1997				1998				1999				2000		Person in charge	Person in charge
			FY1995			FY1996				FY1997				FY1998				FY1999				FY			
			Apr.	Jul.	Oct.	Jan.	Apr.	Jul.	Oct.	Jan.	Apr.	Jul.	Oct.	Jan.	Apr.	Jul.	Oct.	Jan.	Apr.	Jul.	Oct.	Jan.	Apr.		
1. Knowledge Transfer	1) Basics of Productivity	Expert																						Gislene	Wada
	2) Productivity movement and management of an enterprise	Expert																						Gislene	Wada
	3) Productivity movement and labor-management relations	Expert																						Gislene	Wada
	4) Productivity and gain sharing	Expert																						Gislene	Wada
	5) Promotion of productivity movement and its schemes	Expert																						Gislene	Wada
	6) Role of productivity organizations and its activities	Expert																						Gislene	Wada
	7) Introduction to Human Resources Development	Expert																						Gislene	Wada
	8) Micro(Company) level productivity measurement (concepts & methodology)	Expert																						Gislene	Mitsumori
	9) Micro(Company) level productivity measurement (practice for analysis & case studies)	Expert																						Gislene	Mitsumori
	10) Cost Management	Expert																						Gislene	Mitsumori
	11) Basic concept and knowledge of macro level p'ty indexes	Expert																						Gislene	Mitsumori
2. OJT	1) Company practice of micro level p'ty analysis and measurement	Expert																						Gislene	Mitsumori
	2) Applied technology for M/C p'ty measurement field (Participation to MC practice)	Expert																						Gislene	Ito
4. Prov. Info.	1) Statistical materials on p'ty indexes of Japan and other countries' NPO	Expert																						Gislene, Mariano, Kerlyng	STE
	2) Improvement of the Systemic Productivity - Second Version	Expert																						G/M/K	STE
	3) Innovation research for new concepts, methods and techniques concerning Productivity	Expert																						G/M/K	Ito/STE
	4) Productivity Indicators at micro level	Expert																						G/M/K	STE
	5) Productivity Indicators at semi macro and macro levels																							Gislele	STE

Supplement of ANNEX 4

- LEGEND -

In charge;

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

BOTH= implemented by both Brazilian and Japanese sides

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

Indication;

— = Result obtained by 31/03/2000

□ = revised plan by 31/05/2000(continuous activities)

▲ = result obtained by 31/03/2000 (seminar and events)

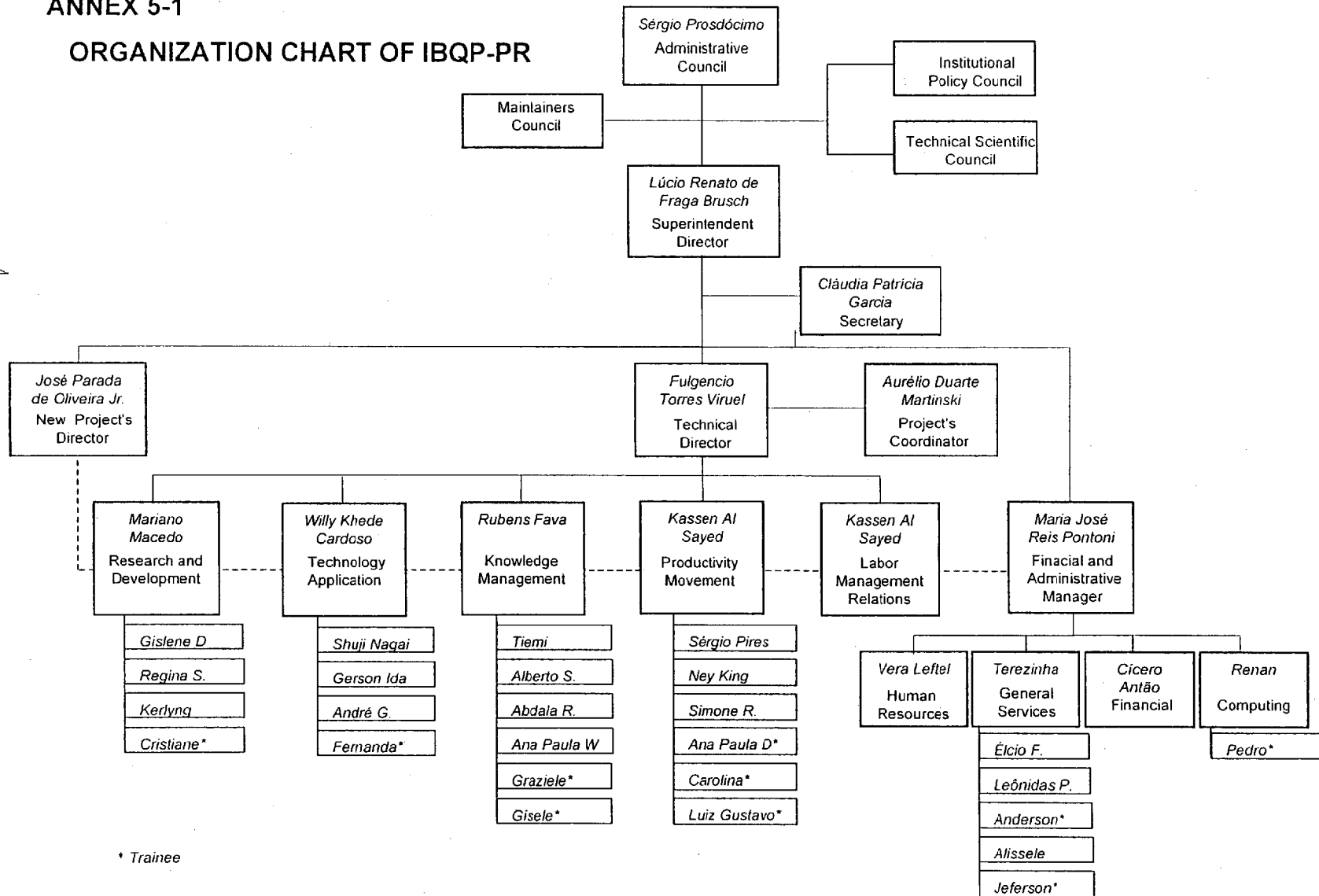
△ = revised plan by 31/05/2000 (seminars and events)

Person in Charge;
(Brazilian side)

Underlined names are C/Ps who left IBQP-PR

ANNEX 5-1

ORGANIZATION CHART OF IBQP-PR



ADMINISTRATIVE COUNCIL

NAME	ORGANIZATION
Sérgio Marcos Prosdócimo	Umuarama Participações
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
Eugenio Tolstoy de Simone	Instituto Brasileiro da Qualidade e Produtividade – IBQP Nacional
José Carlos Gomes de Carvalho	Federação das Indústrias do Estado do Paraná

MAINTAINERS 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 Nývák	Universidade Federal do Paraná

INSTITUTIONAL POLICY COUNCIL

NAME	ORGANIZATION
Cid Cordeiro Silva	DIEESE
Beatriz Amaral	Qualysul Consultoria e Treinamento
Gelson Phillipsen	SEBRAE PR
Júlio C. Félix	Tecpar
Reinaldo Dias Ferraz de Souza	Ministério da Ciência e Tecnologia
Rosa Izelli	Universidade de Maringá
Sakuo Noto	Denso do Brasil
Sérgio Fuhrmann	Bamberg, Kastrup, Oliveira & Fuhrmann
Carlos Artur Krüger Passos	CEFET PR

ANNEX 5-3 (1/2)

Record of Administrative Council Meeting

Year 1995

07/03/95 – Extraordinary Meeting

9 members with 1 observer : Sergio Prosdocimo – Presidente , Paulo Schmidt – Secretary

Main issues discussed: Strategic plan and budget approval, Member fee definition, Nomination of Mr. Paulo Schmidt as Technical Director

03/04/95 – Extraordinary Meeting

9 members: Sergio Prosdocimo – Presidente , Paulo Schmidt – Secretario

Main issues discussed: Nomination of Washington Lemos Filho as Superintendent Director do IBQP/PR

07/06/95 – Regular Meeting

9 Members with 2 observers :Sergio Prosdocimo – President, Washington Lemos Filho – Secretario, Cassio Taniguchi – Secretaria de Planejamento e Coordenacao Geral and others

Main issues discussed: Activity reports, strategic plan

01/12/95 – Extraordinary Meeting

11 Members: Sergio Marcos Prosdocimo – Presidente, Paulo Afonso Schmidt – Secretary and others

Main issues discussed : extension of the term of the president of the council

Year 1996

23/04/96 – Ordinary Meeting and special meeting for supporters council

8 Members and 7members from supporters council : Sergio Marcos Prosdocimo – President, Washington Lemos Filho – Secretary and others

Main issues discussed: approval of 1995 budget result, activity report presentation

21/11/96 – Regular meeting

9 members : Sergio Marcos Prosdocimo – President, Washington Lemos Filho – Secretary and others

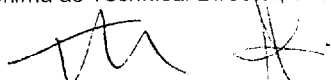
Main issues discussed: activity report, 1997 budget

Year 1997

31/03/97 – Ordinary meeting

9 Members with 2 invited participants: Sergio Prosdocimo – President, Washington Lemos Filho – Secretary

Main issues discussed: Approval of accountings, activity report and balance of budget, Nomination of Mauro Nagashima as Technical Director, substituting Paulo Schmidt



ANNEX 5-3 (2/2)

12/05/97 – Extraordinary meeting

8 Members: Sergio Marcos Prosdocimo – President and others

Main issues discussed: Approval of resignation of Superintendent Director, Mr. Washington Lemos Filho, Nomination of Mr. Paulo Lunardon, as Administrative Diretor

Year 1998

02/03/98 – Extraordinary meeting

9 Members: Sergio Marcos Prosdocimo – President and others

Main issues discussed: Report on resignation of Technical Director, Mauro Nagashima, Nomination of Mr. Helio Gilberto Amaral as Superintendent Diretor, and Mr. Jose Francisco de Oliveira as Technical Diretor substituting Mr. Mauro Nagashima

24/03/98 – Regular meeting

10 Members: Sergio Marcos Prosdocimo – President and others

Main issues discussed: Approval of 1997 activity report, annual budget

14/12/98 – Extraordinary meeting

6 Members: Sergio Marcos Prosdocimo – President and others

Main issues discussed: Proposal of organizational change – extinguishing Political Institutional Council and creating Technical Scientific Council

Year 1999

19/04/99 – Regular meeting

10 Members: Sergio Marcos Prosdocimo – President and others

Main issues discussed: Approval of accounting, annual budget (97/98), Approval of nomination of Technical Director, Mr. Jose Parada Oliveira Jr.

19/04/99 – Extraordinary meeting

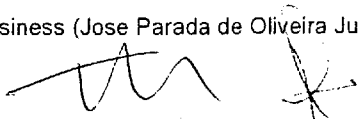
10 Members: Sergio Marcos Prosdocimo – President and others

Main issues discussed: 99/00 president of the council nomination (Sergio Prosdocimo)

09/11/99 – Regular meeting

7 Members: Sergio Marcos Prosdocimo – President and others

Main issues discussed: Nominating new Superintendent Director (Lucio Renato de Fraga Brusch) and Director of New Business (Jose Parada de Oliveira Junior) and Technical Diretor (Fulgencio Torres Viruel)



ANNEX 5-4

Record of Department Meeting

DATE	PARTICIPANTS
August, 16, 1999	Sergio P Pires, Fulgencio Torres, Abdala Radi Maftum, Valter Piva, Willy K Cardoso, Hirokasu Hase, Haruo Wada, Masaka Ito, Shigeo Nagasawa, Hemerson Paes, Shinichi Takizawa
August, 23, 1999	Fulgencio Torres, Jose Parada, Hirokasu Hase, Haruo Wada, Shinichi Takizawa, Masaka Ito, Joao A Trevisan, Maria José R Pontoni, Sergio P Pires, Valter Piva, Willy K Cardoso, Hemerson Paes, Kassem Mohamed El Sayed
August, 30, 1999	Willy K Cardoso, Hirokasu Hase, Masaka Ito, Abdala Radi Maftum, Shigeo Nagasawa, Jose Parada, Sergio P Pires, Maria José R Pontoni, Kassem Mohamed El Sayed, Shinichi Takizawa, Fulgencio Torres, Joao A Trevisan, Haruo Wada
September, 20, 1999	Abdala Radi Maftum, Fulgencio Torres, Gislene R Durski, Haruo Wada, Hemerson Paes, Hirokasu Hase, Joao A Trevisan, Jose Parada, Kassem Mohamed El Sayed, Maria José R Pontoni, Masaka Ito, Sergio P Pires, Shigeo Nagasawa, Shinichi Takizawa, Valter Piva, Willy K Cardoso
September, 27, 1999	Abdala Radi Maftum, Fulgencio Torres, Haruo Wada, Helio Amaral, Hemerson Paes, Hirokasu Hase, Joao A Trevisan, Jose Parada, Kassem Mohamed El Sayed, Maria José R Pontoni, Masaka Ito, Rubens Fava, Sergio P Pires, Shigeo Nagasawa, Shinichi Takizawa, Valter Piva, Wakako Koike, Willy K Cardoso
October, 18, 1999	Hirokasu Hase, Shinichi Takizawa, Haruo Wada, Maria José R Pontoni, Fulgencio Torres, Wakako Koike, Kassem Mohamed El Sayed, Ney C King, Hemerson Paes, Willy K Cardoso, Rubens Fava
October, 25, 1999	Abdala Radi Maftum, Fulgencio Torres, Haruo Wada, Helio Amaral, Hemerson Paes, Hirokasu Hase, Jose Parada, Joao A Trevisan, Kassem Mohamed El Sayed, Maria José R Pontoni, Masaka Ito, Rubens Fava, Sergio P Pires, Shigeo Nagasawa, Shinichi Takizawa, Valter Piva, Wakako Koike, Willy K Cardoso
November, 08, 1999	Hirokasu Hase, Haruo Wada, Masaka Ito, Shigeo Nagasawa, Shinichi Takizawa, Wakako Koike, Fulgencio Torres, Abdala Radi Maftum, Hemerson Paes, Joao A Trevisan, Kassem Mohamed El Sayed, Rubens Fava, Sergio P Pires, Valter Piva, Willy K Cardoso
November, 16, 1999	Haruo Wada, Hirokasu Hase, Shigeo Nagasawa, Wakako Koike, Masaka Ito, Maria José R Pontoni, Willy K Cardoso, Hemerson Paes, Fulgencio Torres, Takeo Wakamatsu, Sergio P Pires
December, 06, 1999	Fulgencio Torres, Gislene R Durski, Haruo Wada, Helio Amaral, Hemerson Paes, Hirokasu Hase, Joao A Trevisan, Jose Parada, Kassem Mohamed El Sayed, Lucio Renato de Fraga Brusch, Maria José R Pontoni, Ney C King, Rubens Fava, Sergio P Pires, Willy K Cardoso
December, 17, 1999	Fulgencio Torres, Haruo Wada, Hemerson Paes, Hirokasu Hase, Joao A Trevisan, Kassem Mohamed El Sayed, Ney C King, Rubens Fava, Sergio P Pires, Wakako Koike, Willy K Cardoso, Masaka Ito
January, 10, 2000	Hirokasu Hase, Rubens Fava, Maria José R Pontoni, Jose Parada, Fulgencio Torres, Wakako Koike, Sergio P Pires, Kassem Mohamed El Sayed, Masaka Ito, Haruo Wada, Ney C King, Mariano M Macedo, Lucio Renato de Fraga Brusch, Willy K Cardoso
January, 17, 2000	Hirokasu Hase, Wakako Koike, Haruo Wada, Fulgencio Torres, Maria José R Pontoni, Masaka Ito, Rubens Fava, Claudia P Garcia, Sergio Pires, Willy K Cardoso
February, 11, 2000	Maria José R Pontoni, Kassem Mohamed El Sayed, Sergio P Pires, Haruo Wada, Willy K Cardoso, Masaka Ito, Maria Celeste, Abdala Radi Maftum, Jose Parada, Wakako Koike
February, 24, 2000	Maria Celeste, Haruo Wada, Hirokasu Hase, Mauricio Consulo, Mariano M Macedo, Rubens Fava, Maria José R Pontoni, Kassem Mohamed El Sayed, Masaka Ito, Shuji Nagai, Wakako Koike, Abdala, Fulgencio Torres
March, 13, 2000	Hirokasu Hase, Fulgencio Torres, Jose Parada, Aurelio Duarte Martinski, Mariano M Macedo, Haruo Wada, Rubens Fava, Maria José R Pontoni, Masaka Ito, Willy K Cardoso, Wakako Koike
March, 20, 2000	Hirokasu Hase, Haruo Wada, Jose Parada, Maria José R Pontoni, Aurelio Duarte Martinski, Mariano M Macedo, Willy K Cardoso, Kassem Mohamed El Sayed, Masaka Ito, Wakako Koike, Lucio Renato de Fraga Brusch, Fulgencio Torres, Rubens Fava, Maria Celeste
March, 27, 2000	Hirokasu Hase, Rubens Fava, Maria José R Pontoni, Haruo Wada, Mariano M Macedo, Fulgencio Torres, Masaka Ito, Kassem Mohamed El Sayed, Claudia Patricia, Willy K Cardoso, Sergio P Pires, Wakako Koike, Jose Parada, Lucio Renato de Fraga Brusch, Aurelio Duarte Martinski
April, 3, 2000	Hirokasu Hase, Rubens Fava, Maria José R Pontoni, Haruo Wada, Mariano M Macedo, Fulgencio Torres, Masaka Ito, Kassem Mohamed El Sayed, Claudia Patricia, Willy K Cardoso, Sergio P Pires, Wakako Koike, Jose Parada, Lucio Renato de Fraga Brusch, Mauricio Consulo, Abdala R Maftum.

Note : Department meeting has been held since Feb. '99, but no record available.

IBQPDirectors, JICA chief advisor and coordinator meeting have also been held weekly since March '98, to discuss managerial issues of the Project. No record available.

ANNEX 5-5 (1/3)

Organizational Identity of IBQP-PR

Commitment

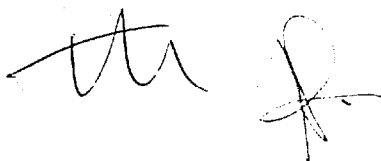
The Brazilian Institute for Productivity and Quality (Instituto Brasileiro da Qualidade e Produtividade)-IBQP- is the outcome of the national mobilization for productivity and quality in Brazil. It was born out of the convergence of efforts of government agencies and entrepreneurial leaderships with a view to ensuring international competitive edges in the country's different productive segments, by way of sustainable development and backed by the Brazilian Program of Quality and Productivity-(Programa Brasileiro de Qualidade e Produtividade), launched in 1990. Its consolidation was made feasible by Cooperation Agreements signed in 1995 by the government of Brazil and Japan, world benchmark in quality.

This agreement led to the creation of IBQP-PR, in the role of regional unit of the system and to act as base for the implementation of Project IBQP in the whole country. The agreement was signed by the Japan International Cooperation Agency-JICA, having the Japan Productivity Center for Socio-Economic Development as technical support arm-JPC/SED. On the Brazilian side, the agreement was formalized by the Brazilian Agency for Cooperation of the Ministry for Foreign Affairs, SEBRAE-in charge of the financial allocation assigned to the Brazilian counterpart-and the Ministry for Industry, Commerce and Tourism.

Through this cooperation, IBQP-PR has been equipped with the consultants who participated training courses in Japan, as well as advanced facilities such as international congress hall, audio-visual systems and library with books and manuals on productivity. Brazilian consultants are working together with the Japanese experts for taking a leading role to disseminate productivity and know-how to the Brazilian society.

Mission

Integrate the efforts towards the creation and dissemination of information and technology suited to our reality, which will ultimately lead to increase in productivity in Brazilian society, acting in institutions, enterprises and individuals, to promote sustainable socio-economic development.



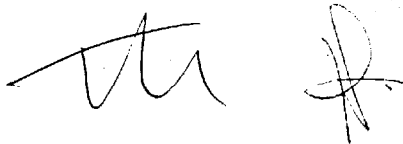
ANNEX 5-5 (2/3)

Role

The role of IBQP-PR is to stimulate mobilization towards a Brazilian Movement for Productivity. It is up to the Institute to divulge and publicize any and all information available on current initiatives, to promote the exchange of experience and foster the proliferation of actions that impel the development of Quality and Productivity. In a manner similar to Japan's, Brazil must develop its own principle for productivity examining and addressing the needs and desires all segments of society. Conceiving these concepts and achieving nationwide understanding are hard tasks. However they are vital to the congruence of interests centered round a competitive Brazil.

Aware of the responsibility of integrating a Movement of this scope and nature, capable of effectively raising the level of the indicators of quality of life in the country, many different agents pooled their efforts towards the creation of the Institute. Therefore, IBQP is the outcome of a national vocation and is mandated to act in tune with the interests of society as a whole, by way of raising the productivity indicators in the different productive segments.

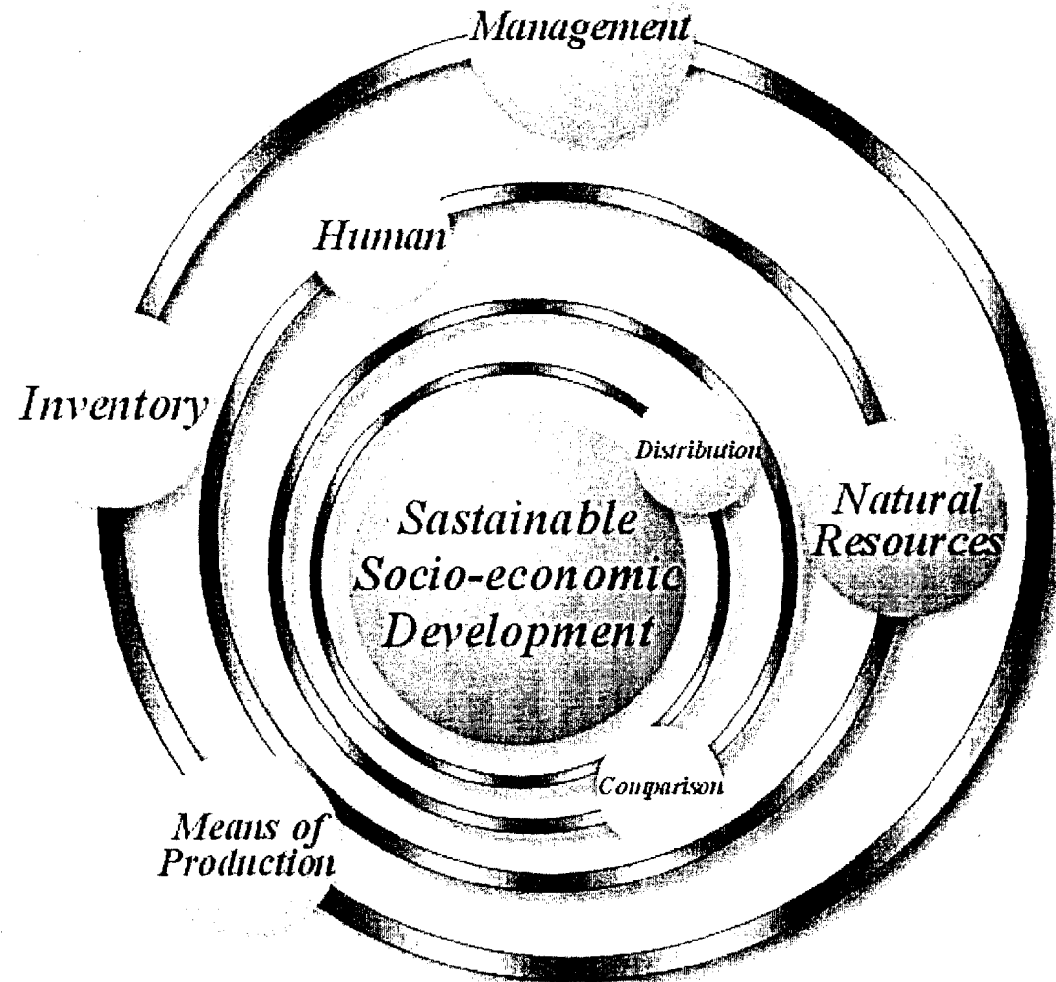
In Curitiba, IBQP-PR is carrying out agreement with Japan for the implementation of the Productivity Reference Center, which includes the attendance of Japanese experts, the donation of equipment and the training of Brazilian experts in Japan, as the Japanese counterpart. It befell Brazil to recruit the technicians, to apply physical infrastructure; the structuring of the IBQP system and the multiplication of the information thereby acquired.



ANNEX 5-5 (3/3)

Model of Systemic Productivity

The constant improvement of Productivity in each organization must help to create the conditions for sustainable development and better quality of life. Thus, productivity has, above all, a social function and the concept of systemic productivity is based on this function. Five factors and two references impact it.



ANNEX 6-1 (1/4)

Allocation of Counterpart Personnel and Staff

Total No	Actu. 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						
		(Directorate 3ps)																																
1.1	1	Washington L. Filho	Superint. Director	95/5.2~97/5.13												(resigned)						98/3.1~99/11.30						99/12.1~						
1.2		Helio G. Amaral	Superint. Director																															
1.3		Lucio Brusch	Superint. Director																															
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)												
2.4		Jose Parada de Oliveira JR	Technical Director																									99/1.4~						
2.5	2	Fulgencio Torres Viruel	Technical Director																															
3		Mauro K. Nagashima	Technical Advisor	95/3.3~97/1.31																														
4		Paulo Lunardon	Administ. Director													97/4.1~98/6.30						(resigned)												
5		Fulgencio Torres Viruel	Project Coordinator																			98/11.3~												
6		Jose Parada de Oliveira JR	Director of New Business																															
		(Manager 6ps)																																
7.1		Joao A. Trevisan	Administ. Finc Manager	95/5.15~99/12.																														
7.2	3	Maria Jose Reis Pontoni	Administ. Finc Manager																															99/12.~
8	4	Willy Khede Cardoso	T.A Manager	95/9.11~																														
9.1		Sergio Pires	P.M Manager																			98/12.												
9.2	5	Kassen Mohamed El Sayed	P.M Manager																			98/12.												99/12.
10.1		Maria Jose Reis Pontoni	K.M Manager																			98/12.												99/12.
10.2	6	Rubens Fava	K.M Manager																															
11.1		Valter Piva	R&D Manager																			98/12.~99/11.20												
11.2	7	Mariano de Matos Macedo	R&D Manager																															
#		Kassen Mohamed El Sayed	LR Manager																									99/6.7						
#		Joao A. Trevisan	Financial Manager																									(fred)						
#		Maria Jose Reis Pontoni	Administ. Manager																									99/8.31~99/12						
																												99/8.31~						
		(Advisor 2ps)																																
12		Abdala Hadi Maftum	Advisor to D. Superintendent																									99/7.1~99/1.11						(resigned)
13		Hemerson Luiz P. Paes	Quality ISO9000																									99/7.5~99/1.14						(resigned)

ANNEX 6-1 (2/4)

Total No	Actu. 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 4	
(Administration Staff 9ps)								
14	8	Edilene M. Hohmann Junior Secretary	95/8.14~98/7.3			(fired)		
15		Daniele Werneck Junior Secretary				98/5.11~99/8.13	(fired)	
16		Claudia P. Garcia Director Secretary				98/7/6~		
17		Claudia Malschitzky Bilingual Secret.	95/11.1~97/2.28	(resigned)				
18		Rosana Ramos Bilingual Secret.		97/4.14~97/8.15	(resigned)			
19		Ana C. de Pauli Bilingual Secret.			97/8.25~98/3.31	(resigned)		
20		Vanessa Zelik Bilingual Secret.				98/5.11~99/8.26	(resigned)	
21		Laura Hiroko Tamaru Jica's Assistant	95/8.1~					
22	10	Joao C. Aguiar (Accounts)	95/9.1~12.21					
23		Cicero A. Barbosa (Accounts)		96/1.15~				
24		Vera L. Granemann (Accounts)		96/1.24~				
25		Leonidas G. Pinto Driver	95/9.1~					
26		Elcio A. Fidelis Adm. Auxiliary		97/2.17~				
27		Anderson Luiz da Luz Adm. Auxiliary (IEL)						
28		Jefferson C. do Santos Adm. Auxiliary (IEL)						
29		Alissele C. Liceski Adm. Auxiliary						
30	17	(Receptionist)	95/9.1~					00/1.10~
(Information Area 2ps)								
31	18	Luisa N. Suguimati Info. Specialist	94/12.18~97/1.22	(resigned)				
32		Walter Yoshio Sato Informatics		96/12.7~99/6.26			(resigned)	
33		Marcelo Suguimati Informatics			97/9.9~98/6.3	(resigned)		
34		Valdir T. Kageyama Informatics				98/6.16~00/1.	(resigned)	
35		Renan de O. Koech JR Informatics					99/6.~	
36	19	Pedro Kageyama Informatics						00/1.~
(Temporary Counterpart 14ps)								
37		Alvaro P. Leite TC/P(PQB/BA)***		96/1.8~98/6.25		(returned to PQB)		
38		Carlos David Yukimura TC/P(Fud.CERTI/SC)***		96/1.8~98/6.25		(assigned to TECPAR)		
39		Christina L. Carvalho TC/P(ENCAL/RJ)***		96/1.8~97/1.20	(resigned)			
40		Paulo Guimaraes TC/P(PQB/BA)***		96/1.8~4.	(resigned)			
41		Genia Angelica Porto TC/P(PQB/BA)***		96/7.~98/6.25		(returned to PQB)		
42		Geraldo A. Silva TC/P(CUT/PR)***		96/1.8~98/6.25		(returned to CUT)		
43		Joseana P. da Silva TC/P(FAPERJ/RJ)***		96/1.8~98/6.25		(assignend to UFRJ)		
44		Jose Glauber Monteiro TC/P(UFSC/SC)***		96/1.8~98/6.25		(returned to SC)		
45		Luz Marina M. Alencar TC/P(FIEC/CE)***		96/1.8~98/6.25		(returned to FIEC)		

ANNEX 6-1 (3/4)

Total No	Actu. 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	4	
46		Marcelo Adriano Silva	TC/P(FIERGS/RS)***																					
47		Marcia da Motta Daros	TC/P(UNICAMP/SP)***																					
48		Marilia I. N. Cardieri	TC/P(FIEMG/MG)***																					
49		Nelson de C. Karam	TC/P(DIEESE/PR)***																					
50		Roberto dos R. Alvarez	TC/P(UFRGS/RS)***																					
51		Sergio S. Carvalho	TC/P(SENAI/ES)***																					
52		Tereza C. A. Rosa	TC/P(SEBRAE/MS)																					
(Technical Department 10ps)																								
53	20	Ana Tiemi K.Sugisawa	PC/P(K.M)																					
54	21	Gislene Regina Durski	PC/P(R&D)																					
55		Murilo X. Brotherhood	PC/P																					
56	22	Ney C. King	PC/P(P.M)																					
57		Walter Arendt	PC/P(P.M)																					
#		Willy Khede Cardoso	PC/P (TA)																					
58		Rosangelis de Ornelas	C/P(R&D/Info. Specialist)																					
59	23	Ana Paula Wormbecker	C/P(K.M/Librarian)																					
60		Adalberto Egg Passos	C/P(P.M)*																					
61		Luis Claudio Skrobot	C/P(Advisor/R&D)*																					
62	24	Gerson Nojima	C/P(P.M/Computer Graphics)																					
#	25	Sergio Pires	C/P(P.M)																					
63		Rosana A. Mattioda	C/P(T.A)*																					
64	26	Gerson Satio Iida	C/P(T.A)*																					
65		Jose Roberto da Silva	C/P(K.M)*																					
#		Marilia I. N. Cardieri	C/P(P.M)																					
66		Ariel Cabral Xavier	C/P(T.A)																					
67	27	Shuji Nagai	C/P(T.A)*																					
68	28	Alberto H. Shimamura	C/P(K.M)*																					
#		Maria Jose Reis Pontoni	C/P(K.M Manager)																					
#		Valter Piva	C/P(R&D Manager)																					
69		Marcos Aurelio M. de Souza	Trainee																					
70		Paulo Cesar Granato	C/P(KM)																					
#		Shuji Nagai	C/P(TA)																					
71	29	Kerlyng Cecchini	C/P(R&D)																					
#		Rubins Fava	Book writer*																					
72	30	Mauricio Torres Consulo	Computer/disc.learning*																					
73	31	Andre Gustavo Staben	C/P(TA)																					

ANNEX 6-1 (4/4)

Total No	Actu. 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	4
		(Part-time Consultant 3 ps)						
74		Cleila Lyra (K.M)				98/7.1~99/2.28	(resigned)	
75		Sergio Monteiro (R&D)				98/5.1~98/12.31	(resigned)	
76	32	Simone E. Ramos (P.M)				98/12.1		
77	33	Regina Maria Swiliany (R&D; social science)				98/12.1		
78	34	Mariano de Matos Macedo (R&D)						
79	35	Maria Celeste Correa						99/1~
		(Student Trainee 4ps)						
79		Alexandre G. dos Santos Library				99/1.~4		
80		Alessandra Silveiro PM					99/4.5~ (fired)	
81	34	Fernanda Lyrio Castno TA					99/4.~	
82		Altino Carlos Ferreira Library					99/4.~7. (resigned)	
83	35	Ana Paula T. Druszc PM					99/6.1~	
84	36	Cristiane de Almeida R&D					99/7.13~	
85	37	Gisele Tosi S. Clara Library					99/7.26~	
86	38	Carolina Straiotto PM					99/11.26~	
87	39	Luiz Gustavo B. Carpes PM					99/11.04~	

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

= counted previously, * = Employee by scholarship

*** Abbrivation of institution names: PBQ/BA = Programa Qualidade Bahia/Bahia (Bahia Quality Progam)

FUD. CERTI/SC = Centro de referencias em Tecnologias Aplicadas/Santa Catarina (Applied Technology Reference Center)

ENCAL/RJ = Name of a consulting company in Rio de Janeiro

CUT/PR = Central Unica dos Trabalhadores/Parana (Unique Center of Workers)

FAPERJ/RJ = Fundacao de Amparo a Pesquisa do Estado do Rio de Janeiro (Fundation of Research Support)

UFSC/SC = Universidade Federal de Santa Catarina (Federal University of Santa Catarina)

FIEC/CE = Federacao das Industrias do Estado de Ceara (Industrial Federation, Ceara)

FIERGS/RS = Federacao das Industrias do Rio Grande do Sul (Industrail Federation , Rio Grande do Sul)

UNICAMP/SP = Universidade de Campinas, Estado de Sao Paulo (Campinas University)

FIEMG/MG = Federacao das Industrias de Minas Gerais (Industrail Federation, Minas Gerais)

DIEESE/PR = Departamento Intersindical de Estatisticas e Estudos Economicos do Estado do Parana (Interdindical Departement of Statistics and Economic Studies)

UFRGS/RS = Universidade Federal do Rio Grande do Sul (Federal University of Rio Grande do Sul)

SENAI/ES = Servico Nacional de Aprendizagem Industrial do Estado de Espirito Santo (National Service of Industrial Apprenticeship)

ANNEX 6-2

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	Plan in R/D	Actual	Plan in R/D	Actual up to March
Executive	Executive Director (Superint. Director)	1	1	1	1	1	Vacant for 7.5 mths.	1	Vacant for 2 mths.	1	1	1	1
	Technical Director	1	1	1	1	1	Vacant for 1 mth.	1	Vacant for 2 mths.	1	1	1	1
	Adm/Financial Director (Manager)	1	1	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	0	1	0
	Bilingual Secretary	2	1	2	1	2	1	2	1	2	1	2	1
Technical	Permanent C/P	10	6	10	6	10	5	10	5	10	5	10	4
	Temporary C/P	-	-	15	15	15	14	15	14 (up to Jun.)	15	3	15	3
	Newly allocated	-	-	-	-	-	-	-	-	-	15	-	16
Administrative	Receptionist ^{*2}	1	1	1	1	1	1	1	1	1	1	1	1
	Clerk	1	1	2	2	2	2	2	2	2	2	2	2
	Junior Secretary	1	1	2	2	2	2	2	2	2	1	2	1
	Others to be defined	-	-	-	-	-	-	-	-	-	-	-	-

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

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

*3: For the latter part of the Project period, allocation of temporary C/P was cancelled.

ANNEX 7-1

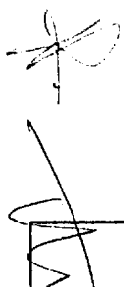
Budget Allocation of IBQP-PR (Agreement with SEBRAE)

YEAR 1995-00

		1995		1996		1997		1998		1999		ACCUMULATED: 95 - 99		Agreed Amount 1995 - 1999	2000 (January/march)	
		Budget	Actual	Budget	Actual	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	-	679.127	3,066.962	8,370.659	8,363.919	8,370.659	-	-
	Interest	-	90.523	-	165.281	-	42.539	-	208.126	-	137.540	-	676.755	-	-	32.746
	Miscellaneous	-	5.566	-	18	-	2.118	-	4.135	-	2.318	-	14.154	-	-	-
	TOTAL	1,405.029	1,501.118	1,378.253	1,543.552	2,513.674	2,558.331	2,394.576	212.261	679.127	3,206.820	8,370.659	9,054.828	8,370.659	-	32.746
EXPENCES	Personnel	896.490	212.227	1,460.000	1,337.889	1,260.110	1,373.243	1,060.210	1,305.349	706.806	1,606.158	5,383.616	6,225.663	5,737.019	462.562	390.797
	Outsourcing	372.840	8.904	141.130	88.026	141.130	144.251	107.140	158.349	71.427	249.116	833.667	764.597	869.380	197.415	115.951
	Travel	67.110	5.394	35.180	48.085	35.180	10.943	27.270	18.318	18.180	73.728	182.920	197.352	192.010	37.090	40.884
	Miscellaneous	401.651	40.457	210.992	160.690	210.998	153.796	252.910	119.007	168.613	332.193	1,245.164	948.475	1,329.470	92.039	141.332
	Equipment	242.780	105.224	0	29.881	0	57.263	0	51.321	0	0	242.780	250.512	242.780	0	6.823
	TOTAL	1,980.871	372.206	1,847.302	1,664.571	1,647.418	1,739.496	1,447.530	1,652.344	965.026	2,261.195	7,888.147	8,386.598	8,370.659	789.106	696.787

* Budget for year 2000 is not defined yet.

		1995	1996	1997	1998	1999	2000 (until march)	Accumulated	Composition Rate (%)
REVENUES	Members Contribution	138.830	96.920	99.350	88.945	44.624	9.830	478.499	22,79%
	Interest	7.923	25.607	24.652	71.365	3.589	1.641	134.777	6,42%
	Service to customers	368	64.068	116.979	459.702	755.877	58.142	1.455.137	69,32%
	Miscellaneous	294	16.965	1.564	5.445	6.075	474	30.817	1,47%
	TOTAL (A)	147.415	203.561	242.545	625.457	810.166	70.087	2.099.231	100,00%
EXPENSES	Personnel	58.621	-	-	-	8.977	-	67.598	3,37%
	Outsourcing	6.834	23.945	48.188	545.418	560.839	55.175	1.240.398	61,85%
	Travel	2.557	3.338	4.497	2.153	2.461	-	15.006	0,75%
	Miscellaneous	13.962	26.257	33.885	124.142	123.562	10.890	332.698	16,59%
	Equipment / Construction	3.363	3.196	700	275.938	59.835	6.710	349.741	17,44%
	TOTAL (B)	85.337	56.736	87.270	947.651	755.673	72.775	2.005.442	100,00%
Balance (A)-(B)=(C)		62.078	146.825	155.275	(322.194)	54.492	(2.688)		
Accumulated Balance		62.078	208.903	364.179	41.985	96.477	93.789		



		1995	1996	1997	1998	1999	2000	Accumulated
INPUT	Agreement	171.471	-	-	996.500	-	-	1.167.971
	Interest	7.414	-	-	19.245	-	-	26.659
	TOTAL	178.885	-	-	1.015.745	-	-	1.194.630
EXPENCES	Projects / Construction management	-	-	-	42.949	-	-	42.949
	Construction and facilities	-	-	-	969.418	-	-	969.418
	Return of non-used balance	14.041	-	-	-	-	-	14.041
	Miscellaneous	61.482	-	-	3.378	-	-	64.860
	Fixed assets	103.361	-	-	-	-	-	103.361
	TOTAL	178.885	-	-	1.015.745	-	-	1.194.630

ANNEX 8 (1/2)

Record of Utilization of Auditorium

Year	Date	Subject
1999	7-Apr	Learning Organizations
1999	22-Apr	Productivity and Environment
1999	27-Apr	International Organization of the Work and the Relation between the Management and Work the Japan
1999	5-May	Strategical Management of the Knowledge
1999	13-May	The paper and the Vision of the Unions in the Programs of Q&P
1999	20-May	System of Planning - Japanese and Brazilian
1999	27-May	New Models of Management - Evolution and Trends
1999	1-Jun	Ambient Management
1999	17-Jun	Social Conditions and Competitiveness
1999	1-Jul	Impacts of the Globalization in the Economy
1999	8-Jul	Supply Chain Management
1999	22-Jul	The Human being seen as distinguishing competitive in the organizations
1999	26-Jul	Productivity Software
1999	29-Jul	Meeting with companies of the Civil Construction
1999	4-Aug	Usage and Meanings of Each Productivity Indicators of JPC - Mr. Honma
1999	5-Aug	Communication of Microsiga
1999	10-Aug	Lecture Productivity - Mr. Honma
1999	10-Aug	Lecture Productivity - Mr. Honma
1999	10-Aug	Lecture Productivity - Mr. Honma
1999	10-Aug	Lecture Productivity - Mr. Honma
1999	11-Aug	Communication of Datasul
1999	11-Aug	Lecture - 5S URBS
1999	11-Aug	Communication of Datasul
1999	11-Aug	Lecture - 5S URBS
1999	12-Aug	New Model of Course of Graduation in the scope of the Technology
1999	12-Aug	Lecture - 5S URBS
1999	12-Aug	New Model of Course of Graduation in the scope of the Technology
1999	12-Aug	Lecture - 5S URBS
1999	16-Aug	Sensitization for the System of Management of the Quality
1999	16-Aug	Sensitization for the System of Management of the Quality
1999	17-Aug	Fórum of the Productivity for entrepreneurs
1999	17-Aug	Fórum of the Productivity for entrepreneurs
1999	19-Aug	Meeting - Miss Vitória Walton
1999	19-Aug	QFD - Mr. Shindou
1999	19-Aug	Meeting - Miss Vitória Walton
1999	19-Aug	QFD - Mr. Shindou
1999	20-Aug	Intellectual Property
1999	20-Aug	Intellectual Property
1999	26-Aug	Employability
1999	26-Aug	Employability
1999	27-Aug	Meeting F A S
1999	27-Aug	Meeting F A S
1999	31-Aug	seminar of the Productivity in the Moveleira Industry
1999	31-Aug	seminar of the Productivity in the Moveleira Industry
1999	1-Sep	Meeting F A S
1999	1-Sep	Meeting F A S
1999	3-Sep	Lecture - Environment
1999	3-Sep	Lecture - Environment
1999	16-Sep	Lecture - Quality of life in the Work
1999	16-Sep	Lecture - Mariano
1999	16-Sep	Lecture - Mariano
1999	21-Sep	Workshop Copel
1999	21-Sep	Workshop Copel
1999	22-Sep	Workshop Copel
1999	27-Sep	Paraná Program of the Productivity and Quality

ANNEX 8 (2/2)

Record of Utilization of Auditorium

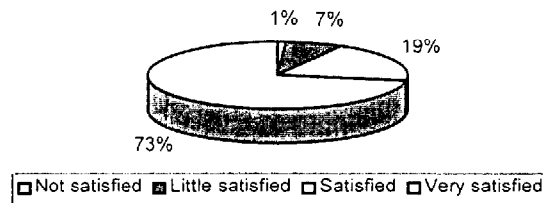
Year	Date	Subject
1999	28-Sep	ISPG
1999	28-Sep	Abimóvel
1999	29-Sep	Workshop Copel
1999	13-Oct	Workshop Copel
1999	14-Oct	Workshop Copel
1999	20-Oct	Workshop Copel
1999	26-Oct	Fórum of the Productivity Academy
1999	28-Oct	Workshop - Copel
1999	29-Oct	Meeting with the companies of Engineering
1999	10-Nov	Training Secretariat of Education
1999	16-Nov	Formation of a ONG
1999	18-Nov	Meeting of the Group of Studies
1999	23-Nov	Lecture Technique
1999	24-Nov	Training on the criteria of the FPNQ for the Abimovel entrepreneurs
1999	25-Nov	Balanced Scorecard - Concept and its functioning
1999	1-Dec	Meeting of the Group of Studies
1999	2-Dec	Lecture - Mr. Nagasawa
1999	3-Dec	Training Federal Government Saving Bank
1999	7-Dec	Training Secretariat of Education
1999	8-Dec	Preparing its company for the next decade
1999	9-Dec	seminar - CITS
1999	10-Dec	seminar - CITS
1999	14-Dec	Fórum of the Productivity, Consumers and Ong's
1999	15-Dec	Lauching of IX the International Symposium of the Productivity
1999	17-Dec	Third Meeting of the Group of Studies
1999	20-Dec	Training Municipal Secretariat of Education
2000	19-Jan	Training Federal Government Saving Bank
2000	20-Jan	Meeting on the American Iberian seminar
2000	24-Jan	I American Latin seminar of the Productivity
2000	25-Jan	I American Latin seminar of the Productivity
2000	26-Jan	I American Latin seminar of the Productivity
2000	27-Jan	I American Latin seminar of the Productivity
2000	28-Jan	I American Latin seminar of the Productivity
2000	9-Feb	seminar Total Productivity of the factors
2000	15-Feb	Workshop - Secretariat
2000	16-Feb	Workshop - Secretariat
2000	17-Feb	Workshop - Touyama
2000	21-Feb	International seminar Relation of Work
2000	22-Feb	Lecture
2000	23-Feb	Lecture
2000	24-Feb	Lecture - In Time of Strong Wind that if Flies High
2000	24-Feb	Workshop - Touyama
2000	28-Feb	AMANA - KEY
2000	29-Feb	AMANA - KEY
2000	1-Mar	AMANA - KEY
2000	2-Mar	AMANA - KEY
2000	3-Mar	AMANA - KEY
2000	20-Mar	Training URBS
2000	21-Mar	Training URBS
2000	22-Mar	Training URBS
2000	23-Mar	Training URBS
2000	24-Mar	Training URBS
2000	30-Mar	New Word Wide Trends of the Management of Human Resources
2000	4-Apr	Kaisen - Mr. Takemura
2000	6-Apr	Kaisen - Mr. Takemura

Note: The auditorium was officially opened with equipment at the beginning of April '99

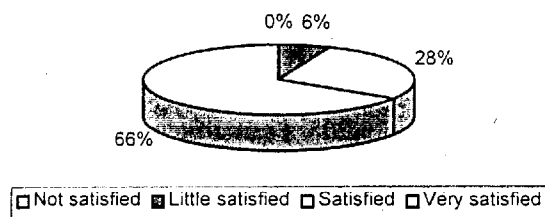
Satisfaction Level of Participants (Seminar)

Average rate: out of 523 respondents

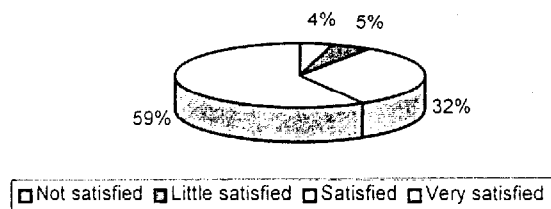
Interest (expectation) of participants at the beginning



Interest during the Course



Objectives achieved



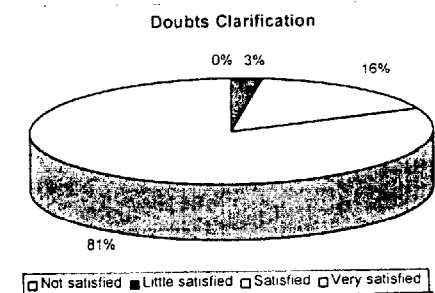
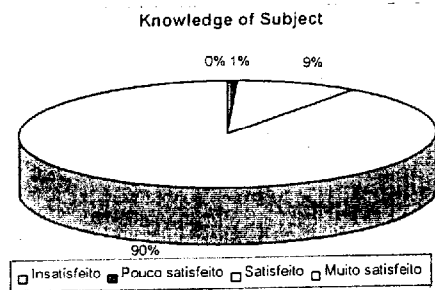
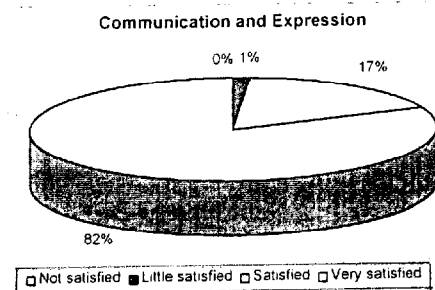
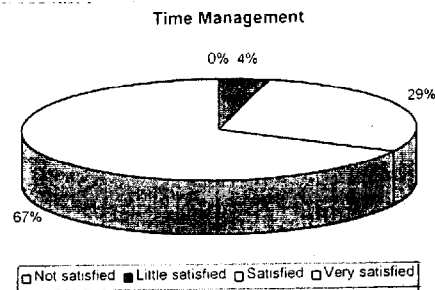
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ANNEX 9-2 (1/3)

Satisfaction level of Participants (PROCAP)

Average rate : out of 234 respondents

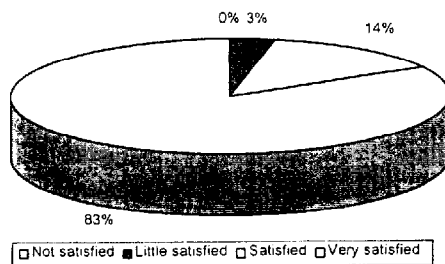
INSTRUCTORS



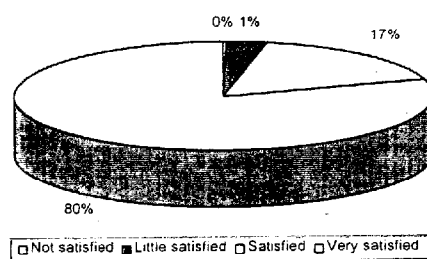
Handwritten signatures

ANNEX 9-2 (2/3)

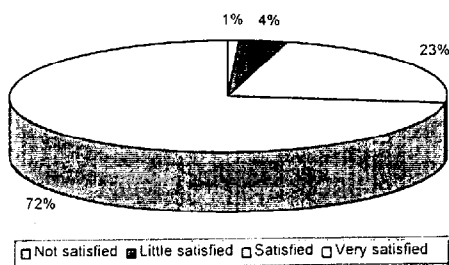
Logic Sequency Presentation



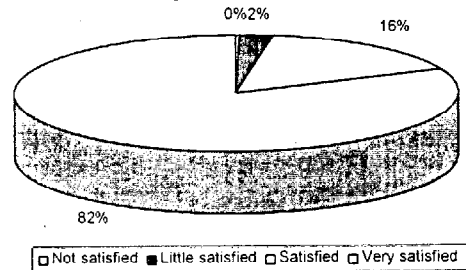
Clear and objective language



Practical Examples



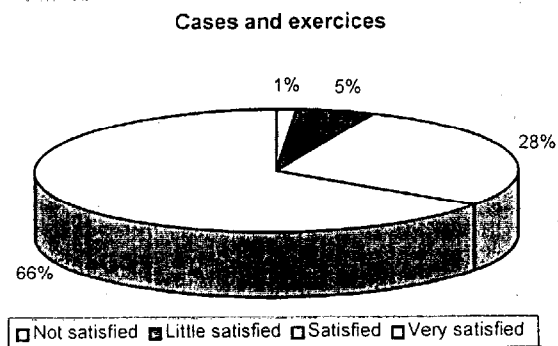
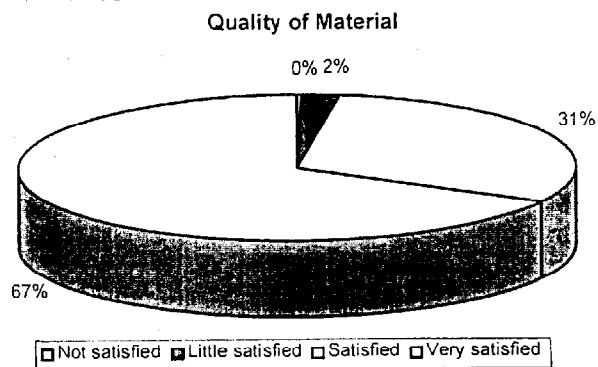
Integration with participants



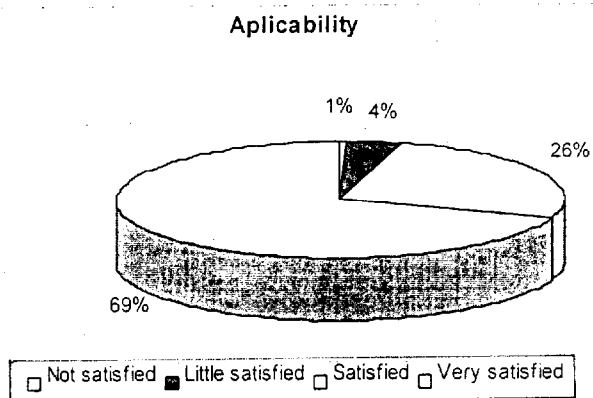
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ANNEX 9-2 (3/3)

MATERIAL



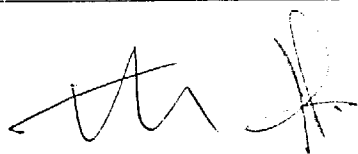
THE COURSE AS A WHOLE



ANNEX 9-3

SATISFACTION LEVEL OF CLIENTS
(Consultation Service)

Clients	Satisfaction level (100 = 100% satisfied, 0 =not satisfied at all)					
	Consultation-Service (total)			Training (part of consultation service)		
	1998	1999	2000 (till 03/2000)	1998	1999	2000 (till 03/2000)
URBS	58	84	79	56	72	79
SME	71	80	80	74	78	81
FAS	41	96	-	43	95	-
Flexiv	-	90	-	-	100	-
Tecnoflex	-	100	-	-	90	-
Dante Millarch	-	100	-	-	100	-
G.S.	-	100	-	-	100	-
Itaqui	-	90	-	-	80	-
Tune	-	100	-	-	100	-
Movax	-	-	-	-	90	-
Belmóveis	-	100	-	-	100	-
W.G.	-	-	-	-	90	-
Oggi	-	-	-	-	90	-
Inforline	-	-	-	-	100	-
Classe	-	-	-	-	90	-
Santa Bárbara	-	-	-	-	100	-
Regência	-	-	-	-	90	-
J. Fiori	-	-	-	-	90	-
Estil	-	-	-	-	90	-
Volpi	-	-	-	-	-	-
AVERAGE	56.7	94.00	80.00	57.70	91.84	80.00



ANNEX 10 List of Contracted Dealers for Maintenance of Equipment

N o	Name of Company	Address	Name of Equipment	Frequency of maintenance
1	Operacional Sonorizacao	Rua Goias, 217, room 23	Audio visual equipment	when necessary
			Computer (Notebook)	when necessary
2	AllConnection	R. Joao Bettega, 101	Computer(Toshiba,Compaq,Fujitsu, Macintosh)	when necessary
3	Tecnocoop Informatica	R. Prof. Rodolfo Coutinho, 7	Printer (HP)	when necessary
			Printer (Epson)	when necessary

Record of Seminars

(Organized by IBQP-PR)

No.	Date	Dur. (dys)	Title	Target Group	No. of partici pants	Description	
1	7/1/1997	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 Project Special Lecture by Mr. Sase (STE)	
3	20/11/1998	1	Alem da Qualidade no seculo XX com Philip Crosby	entrepreneurs, students, and general public	800	Lecture by Mr. Philip Crosby and Mr. Wayne Crost	
4	22/03/1999	1	Shin Taguchi Seminar	Supporters of the Project, general public	40	Lecture by Mr. Shin Taguchi on "Robust Engineering"	
5	04/12/1999	1	The Role of Labor Unions for the Development of Productivity Movement in Japan	Supporters of the Project, labor union, general public	20	Lecture by Mr. Maeda (STE)	
6	19/04/1999~ 20/04/1999	2	Labor Relations Workshop in Maringa	academics, labor union, entrepreneurs, gov't	30	Lecture by Mr. Maeda (STE) and discussion on LMR in Japan and Brazil	
7	27/04/1999	1	ILO and Labor Management Relations in Japan	Supporters of the Project, general public	20	Lecture by Mr. Aihara (STE) and discussion on LMR in Japan and Brazil	
8	27/04/1999	1	Specialization Course in PUC	Academics, Students, General Public	30	Presentation and discussion on Systemic Productivity	*
9	28/04/1999	1	Labor Relations Workshop in Sao Paulo	labor union, Fiesp	9	Lecture by Mr. Maeda (STE) and Mr. Aihara (STE) and discussion on LMR in Japan and Brazil	
10	28/04/1999~ 29/04/1999	2	Quality Prize of the Federal Government	General Public, Consultants	30	Lecture by Mr. Parada, Technical Director of IBQP-PR	*
11	29/04/1999	1	Churrasco with Journalists	Journalists	40	Presentation of IBQP-PR	*
12	04/05/1999	1	Brazilian Economy in Global Market	entrepreneurs, students, and general public	30	Lecture by Mr. Celso Pinto, editor of Folha de SP	*
13	04/05/1999	1	Labor Relations Seminar	labor union, academics, entrepreneurs, and general public	50	Lecture by Mr. Akio Maeda. (STE). Mr. Masao Aihara (STE)	
14	05/05/1999	1	Strategic Knowledge Management	entrepreneurs, students, and general public	25	Lecture by Mr. Fernando Pacheco, Program Coordinator of Post-Graduation and Strategic Knowledge Manager	*
15	05/13/1999	1	Role and Vision of Trade Union in Q&P Program	Entrepreneurs, Students, and General Public, Labor Union	16	Lecture by Mr. Geraldo A. Silva, Technical Consultant of IBQP-PR and CUT-PR	*
16	05/13/1999	1	Presentation and discussion on Systemic Productivity	entrepreneurs, students, and general public	10	Lecture by Mr. José Parada de Oliveira Júnior, Technical Director of IBQP-PR	*
17	18/05/1999~ 19/05/1999	2	Improving Presentation Performance	entrepreneurs, students, and general public	13	Lecture by Mr. Humberto Cesar Costa de Souza, Director of GDE-Enterprise Development Group	*
18	18/05/1999~ 19/05/1999	2	Short Course to Introduce some presentation techniques	IBQP members	20	Presentation Techniques	
19	20/05/1999	1	Japanese and Brazilian planning system	IBQP members	15	Lecture by Mr. Alberto Shimamura, Consultant of IBQP-PR	*
20	27/05/1999	1	New models of Management - Evolution & Trend	entrepreneurs, students, and general public	32	Lecture by Prof. Heitor Pereira, Coordinator of Post Graduation Course	*
21	28/05/1999		Productivity and Industrial Relations in Japan		5	Lecture by Haruo Wada, Consultant of JICA	
22	01/06/1999	1	Environment Management	entrepreneurs, students, and general public	20	Lecture by Mr. Rogério da Cruz Carvalho, Coordenador Técnico da Gestão Ambiental na Electrolux	*

* : organized and implemented by IBQP-PR's initiative



ANNEX 11-1 (3/5)

Record of Seminars

No.	Date	Dur. (dys)	Title	Target Group	No. of partici pants	Description	
43	16/09/1999	1	Life Quality in Work	entrepreneurs, students and general public	N.A.	Lecture by Mrs. Neiva Melamed, President of ABQV-Life Quality of Brazilian Association	*
44	26/10/1999	1	Productivity Forum (3)	Academy	24	Presentation and discussion on Productivity and role of academy	
45	18/11/1999	1	Study group of systemic productivity	representatives from companies awarded BQA	10	Presentation of systemic productivity and discussion on its application for award	*
46	25/11/1999	1	Balanced Scorecard - its concept and function in Petrobras	entrepreneurs, student, general public	N.A.	Lecture by Mr. Odilon Macedo, planning and management section in Petrobras	*
47	26/11/1999	0,5	QCC activity in Gemba	Employees of FLEXIV	8	Lecture by Takeo Wakamatsu. STE in the area of Management Information System	
48	9/12/1999	1	Thermal control of satellites and its influence in the society	entrepreneurs, student, general public	N.A.	Lecture by Mr. Wilson Parisotto, mechanical engineer of CEFET	*
49	14/12/1999	1	Productivity Forum (4)	Consumer group/ NGO	8	Presentation and discussion on Systemic Productivity	
50	24/01/2000- 28/01/2000	5	1st Latin American Seminar of Productivity	Former TC/P, representative from other states and p'ty orgs in Latin America	60	Presentation by Mr. Motoishi, director of the board of JPC on productivity movement in Japan Discussion on each states'/countries' present activities and establishment of productivity network	
51	9/2/2000	1	TFP seminar	academics in the area of economics	40	Presentation by Mr. Masahiko Honma, STE in the area of Productivity Indicators at Micro level on TFP Presentation by Prof. Carlos Bognelli, on TFP	
52	17/2/2000	1	Workshop: Visual Merchandising	Furniture Union	30	Workshop by Ms. Reiko Ohmi Toyama, STE in the area of Visual Merchandising. (Part of consulting service to the Furniture union)	
53	21/2/2000	1	Labor Relations in the New Millenium	labor union, academics, entrepreneurs, and general public	60	Presentation by Mr. Seigo Kojima, STE in the area of Labor-Management Joint Consultation, Presentation by the leaders of Labor Unions.	
54	22/02/2000 24/02/2000	2	Workshop: Visual Merchandising	Shopping Mueller Shopping Criystal and general public	20 40	AM; Presentation by Ms. Reiko Ohmi Toyama, STE in the area of Visual Merchandising PM; Clinic at each shopping center	
55	24/02/2000	1	"Fly higher in strong wing"	entrepreneurs, student, general public	90	SUSAN ALBERTONI, Consultora Master em desenvolvimento organizacional,	*
56	30/03/2000	1	Workshop: World Trend in Human Resources Management	entrepreneurs, public sector, general public	25	Presentation by STE Wada on HRM in new trend - Globalozation, effective use of manpower, monthly wage	

*: organized and implemented by IBQP-PR's initiative

ANNEX 11-1 (4/5)

Record of Seminars*(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	12/6/1995	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	8/12/1997	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	11/3/1997	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	FIERGS	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(Inipr)	Quality Control System in Small & Medium Comp.

ANNEX 11-1 (5/5)

Record of Seminars

23	29~31/07/1999	3	Research, Development and Integration - 7th Annual Meeting of SBPN	SBPN Londrina	Ito (LTE) Shuji	Retail Marketing Systemic Productivity
24	04~07/10/1999	5	Workshop: Competitiveness of automobile sector in Santa Catarina	FIESC, IEL-SC	Nagasawa (LTE) Willy, Torres, Parada	Loss elimination in production Systemic Productivity
25	29/11/1999	1	Norms of ISO in the new millenium	Petrobras, SERASA	Torres	Systemic Productivity
26	16~17/12/1999	2	Seminar on use of Purchasing pow	SEBRAE, Tecpar, Fiep, Faciap, IBQP- PR	Helio	Debates on purchasing power; one of which Mr. Helio participated

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Record of Training Courses**PROCAP III**

No	Date	Dur. (dys)	Title	Target Group	No. of participants
1	30/11/1998~ 04/12/1998	5	PROCAP III (1st.:pilot course)	academics, labor union, entrepreneurs, gov't	18
2	22/02/1999~26/02/1999	5	PROCAP III (2nd)	academics, labor union, entrepreneurs, gov't	15
3	12/04/1999~16/04/1999	5	PROCAP III (3rd)	academics, labor union, entrepreneurs, gov't	16
4	26/04/1999~30/04/1999	5	PROCAP III (4th)	academics, labor union, entrepreneurs, gov't	16
5	24/05/1999~28/05/1999	5	PROCAP III (5th)	academics, labor union, entrepreneurs, gov't	14
6	14/06/1999~18/06/1999	5	PROCAP III (6th)	academics, labor union, entrepreneurs, gov't	19
7	28/06/1999~02/07/99	5	PROCAP III (7th)	academics, labor union, entrepreneurs, gov't	15
8	19/07/1999~23/07/1999	5	PROCAP III (8th)	academics, labor union, entrepreneurs, gov't	12
9	23/08/1999~27/08/1999	5	PROCAP III (9)	academics, labor union, entrepreneurs, gov't	13
10	13/09/1999~17/09/1999	5	PROCAP III (10)	academics, labor union, entrepreneurs, gov't	8
11	20/09/1999~01/10/1999	5	PROCAP (11)	employees of PROMOVEL	34
12	26/10/1999~29/10/1999	5	PROCAP (12)	academics, labor union, entrepreneurs, gov't	11
13	22/11/1999~26/11/1999	5	PROCAP (13)	academics, labor union, entrepreneurs, gov't	8
14	06/12/1999~10/12/1999	5	PROCAP (14)	academics, labor union, entrepreneurs, gov't	9
15	24/01/2000~28/01/2000	5	PROCAP(15)	academics, labor union, entrepreneurs, gov't	7
16	07/02/2000~11/02/2000	5	PROCAP(16)	academics, labor union, entrepreneurs, gov't	7
17	20/03/2000~24/03/2000	5	PROCAP(17)	academics, labor union, entrepreneurs, gov't	12

PROCAP I (Seminar to promote PROCAPIII)

1	22/7/1999	1	Systemic Productivity Forum in Rio	academics, labor union, entrepreneurs, gov't	70
2	29/7/1999	1	Systemic Productivity Seminar in Fortaleza	entrepreneurs and general public in Ceara	150
3	31/08/1999	1	Industrial Productivity Seminar of Furniture	entrepreneurs of furniture union	30
4	22/11/1999~23/11/1999	2	Systemic Productivity Seminar in Porto Alegre	FIERGS	N.A
5	07/10/1999	1	Presentation of Systemic Productivity in Santa Catalina	IEL-FIESC	N.A
6	16/02/2000	1	Systemic Productivity Seminar in Sao Bento do Sul	SENAI	N.A

Other Customized Course

1	02/08/1999~25/11/1999	264 hrs	Quality Facilitator Capacitation course (SANEPAR Quality School)	Employees of SANEPAR	30
2	25/10/1999~27/10/1999	15 hrs	Productivity Management (HSBC)	Employees of HSBC	14
3	25/08/1999~26/08/1999	2 ds	Capacitation of Internal Audit for Quality System (SETI)	Employees of State Secretary of Science and Technology (SETI)	12

ANNEX 11-2 (2/5)

**Record of Training Courses
(Number and Sector of PROCAP III Participants)**

Grou	Sector	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	Total
		Nov,98	Feb,9	Apr,99	Apr,99	May,9	Jun,99	Jun,99	Jul,99	Ago,99	Set,99	Set,99	Out,99	Nov,99	Dec,99	Fev,00	Fev,00	Mar,00	
A	Public (Government and related organizations	8	1	8	9	1	19	6	6	5	2	0	3	3	1	1	2	4	79
B	Academy	4	0	2	3	6	0	4	2	0	1	0	2	2	4	3	1	1	35
C	Private	4	8	2	1	5	0	2	3	6	2	34	4	2	3	3	4	3	86
D	Labor Union	2	2	0	0	1	0	1	1	0	0	0	0	0	0	0	0	0	7
E	Others (individual)	0	4	4	3	1	0	2	0	2	3	0	2	1	1	0	0	4	27
TOTAL		18	15	16	16	14	19	15	12	13	8	34	11	8	9	7	7	12	234

ANNEX 11-2 (3/5)

A gorup : Government and its related

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	Total
	Nov,98	Feb,9	Apr,99	Apr,99	May,9	Jun,99	Jun,99	Jul,99	Ago,99	Set,99	Set,99	Out,99	Nov,99	Dec,99	Fev,00	Fev,00	Mar,00	
1 PMC Prefeitura Municipal Curitiba	3	0	4	2	0	0	0	0	0	0	0	0	1	1	0	0	1	12
2 SESI Serviço Social da Indústria	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3 TECPAR Instituto de Tecnologia do Parana	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
4 SENAI Serviço Nac.Aprendizagem Industrial	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5 FUNDACEM Fundação Inst.Tecnológico do Paraná	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
6 IMAP Instituto Municipal de Administracao Publica	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	2
7 FAS Fundacao de Assitencia Social	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
8 COOTRAGEL Cooperativa Urbana de Trabalho e Renda Ltda	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
9 SEBRAE Serviço de Apoio à Pequena Empresa	0	0	0	7	0	19	5	5	3	0	0	2	0	0	0	0	0	41
10 Secretaria de Estado do Planejamento e Coordenadoria Geral	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
11 Emater - PR	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
12 Secretaria de Estado da Ciência, Tecnologia e Ensino Superio	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
13 FIERGS-Federação das Industrias do Rio Grande do Sul	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
14-Secretaria Municipal da Indústria e Comércio e Turismo	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	1	5
15-Ministério Desenv.Ind.Com.Ext.Secret.Polit.Ind.	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
16-Secretaria Municipal da Saúde	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
17-FIEC Federação das Indústrias do Ceará	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
18-Secretaria Muninicipal da Educação	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
19AIESEC	0																2	2
Sub Total	8	1	8	9	1	19	6	6	5	2	0	3	3	1	1	2	4	79

B gorup : Academy and othre related institute

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	Total
	Nov,98	Feb,9	Apr,99	Apr,99	May,9	Jun,99	Jun,99	Jul,99	Ago,99	Set,99	Set,99	Out,99	Nov,99	Dec,99	Fev,00	Fev,00	Mar,00	
1 UFPR Universidade Federal do Paraná	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
2 PUC Pontificia Universidade Catolica	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3 Colegio Estadual Professor Brasilio V Castro	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
4 Universidade Livre do Meio Ambiente	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
5 CEFET Centro Federal Educacional e Tecnologia do Paraná	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	4
6 IBQP-NA Instituto Brasileiro da Qualidade e Produtividade - N	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
7 IBQP-PR Instituto Brasileiro da Qualidade e Produtividade - P	0	0	1	1	3	0	4	1	0	1	0	2	0	3	2	1	0	19
8 APARQ Associação Paranaense para a Qualidade	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2
9 UFC - Universidade Federal do Ceará	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	2
10 UFOP- Universidade Fed.Ouro Preto	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
11Associação Franciscana - FAE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
12Universidade Tuiuti do Parana	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Sub Total	4	0	2	3	6	0	4	2	0	1	0	2	2	4	3	1	1	35

ANNEX 11-2 (4/5)

C group : Private companies

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	Total
	Nov,98	Feb,9	Apr,99	Apr,99	May,9	Jun,99	Jun,99	Jul,99	Ago,99	Set,99	Set,99	Out,99	Nov,99	Dec,99	Fev,00	Fev,00	Mar,00	
1 SANEPAR Companhia de Saneamento do Parana	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
2 TELEPAR Telecomunicações do Paraná S/A	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3 PETROBRAS Petróleo Brasil S/A	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
4 Alco Engenharia e Construcoes Ltda	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5 Siemens Ltda	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
6 KLABIN Fabrica de Papel e Celulose S/A	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
7 Itaipu Binacional	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
8 Furukawa Ind. S/A	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
9 Brasholandia S/A Equip. Industriais	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3
10 Risotolandia Indústria e Comércio de Alimentos Ltda.	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	1	0	3
11 Banco do Estado do Parana S/A	0	3	0	0	0	0	0	0	1	0	0	0	0	0	2	2	0	8
12 INEPAR S/A Industria e Construcoes	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
13 Eletrolux	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
14 Copel Companhia Paranaense de Energia	0	0	0	0	0	0	1	0	0	0	0	1	0	2	0	0	0	4
15 G.C. Indústria e Comércio Ltda (Flexiv)	0	0	0	0	0	0	1	0	2	0	0	0	0	0	0	0	0	3
16 Empresa Brasileira de Correio e Telégrafos	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	2
17 Scórpis Assessoramento de Marketing Ltda	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
18 Curitiba Tabelaio Volpi 7 Oficio	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
19 Denso do Brasil S/A	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	4
20 GC Ind.e Com.de Móveis Ltda (Flexiv)	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
21 Inforline Inde Com. Móveis Ltda.	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
22 Movax Ind.e Com.de Perfs Ltda.	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
23 Tecnoflex Ind.e Com.do Mobil.Ltda.	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
24 Estil Móveis e Decorações.	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
25 Móveis Itaquí Ind.e Com.Ltda.	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
26 Móveis Tune Ltda.	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
27 Oggi Ind.e Com. Móveis Ltda.	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	5
28 Movelaria Santa Bárbara Ltda.	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
29 G.S. Móveis de Vime Ltda.	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
30 Móveis Regência Ltda.	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
31 Dante Millarch & Cia Ltda.	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
32 Belmóveis Ind.e Dec.de Móveis Ltda.	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
33 W.G. Ind.e Com.de Artef.de Madeira Ltda.	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
34 Móveis Tune Ltda.	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
35 Banco do Brasil S/a.	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
36 Renault do Brasil S/A.	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
37 Volvo do Brasil Veiculos	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
38 CETESUL - Engenharia e Serviço Ltda.	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
39 Blount Industrial Ltda.	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
40 Embrart Ind.Embalagens Artef.Papeis	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
41 Infocor Telecom	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
42 Tn Metais	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
43 Robert Bosch Ltda	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
44 Ind.e Com.Máquinas Perfecta Ltd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
45 Karisma	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total	4	8	2	1	5	0	2	3	6	2	34	4	2	3	3	4	3	86

ANNEX 11-2 (5/5)

D group : Labor Unions

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	Total
	Nov,98	Feb,9	Apr,99	Apr,99	May,9	Jun,99	Jun,99	Jul,99	Ago,99	Set,99	Set,99	Out,99	Nov,99	Dec,99	Fev,00	Fev,00	Mar,00	
1 DIEESE Depto. Intersindical Estatísticas Estudos Sócio Eco	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
2 Força Sindical do Estado do Paraná	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2
3 CUT Central Única dos Trabalhadores	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
4 Sind. Est. Servid. Publ., M. Ambiente	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5 Sindicato Geral dos Bancários de Curitiba	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
					0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total	2	2	0	0	1	0	1	1	0	0	0	0	0	0	0	0	0	7

E group : others (individual professionals)

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14 th	15th	16th	17th	Total
	Nov,98	Feb,9	Apr,99	Apr,99	May,9	Jun,99	Jun,99	Jul,99	Ago,99	Set,99	Set,99	Out,99	Nov,99	Dec,99	Fev,00	Fev,00	Mar,00	
1 Ciro & Associados	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
2 IBI Internat. Business & Information Consult.	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
3 S&J Qualidade Empresarial S/C Ltda	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
4 Improvement Consultoria	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5 Strugale Consultoria	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
6 consultor autonomo	0	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	1	4
7 Individual person	0	1	0	1	0	0	0	0	1	2	0	1	0	0	0	0	3	9
8 Treger Treinamentos S/C Ltda	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
9 Altamiro Borges Planejamento e Logística Ltda	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
10 Placolor Prestação de Serviços Ltda.	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
11 ARM - Assessoria Técnica de Engenharia	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
12 Zavala Consultoria	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	2
13 AF Consultores Associados	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
14 Prática Empresarial S/C	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
15 Qualysul Consultoria e Treinamento					0	0	0	0	0	0	0	0	0	1	0	0	0	1
					0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total	0	4	4	3	1	0	2	0	2	3	0	2	1	1	0	0	4	27

General Total

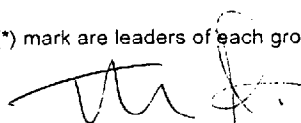
18 15 16 16 14 19 15 12 13 8 34 11 8 9 7 5 12 234

ANNEX 11- 3 (1/2)

Record of Consultation 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, Ito, 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	Alvaro*, Gislene, L. Marina, Tereza, Yamada	
11	18/03/1998~ 01/04/1998	Braengel Construccoes e Empreendimentos Imobiliários Ltda.	construction	Alvaro, Gislene, L. Marina, Tereza, Gênia, Marília, Shimizu, Mitsumori	Análise Econômica e Financeira BRAENGEL - Construccoes 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)
16	01/03/1999	Flexiv Indústria de Móveis Ltda 1st Phase	furniture	Willy*, Shuji, Mitsumori, Ito, Nagasawa.	Flexiv Ltda. Diagnóstico conforme modelo de Produtividade Sistemica

Note: participants with (*) mark are leaders of each group.



ANNEX 11- 3 (2/2)

Record of Consultation Activities

17	02/02/1999	Flexiv Industria de Móveis Ltda 2nd Phase	furniture	Willy*, Shuji, Ito, Nagasawa.	on-going
18	06/30/1999~	ABIMOVEL / PROMOVEL (15 Companies) Associacao Brasileira de Industria Moveleira	furniture union	Willy*, Shuji, André, Gislene, Ito, Nagasawa.	on-going
19	09/28/1999~	7 Tabeliao Volpi	Register Office	Willy*, Gerson, Ito, Nagasawa.	Diagnóstico conforme modelo de Produtividade Sistêmica 7 Tabeliao Volpi (Implementation Phase will start around February/2000)
20	10/21/1998~	URBS	Public transportation	Willy*, Shuji, Ito, Nagasawa.	on-going (15 Reports till December 1999)
21	06/30/1999~	Secretaria Municipal de Educacao (136 Public schools)	Public (cityhall)	Willy*, Gerson, Ito, Nagasawa.	on-going (20 Reports till December 1999)
22	10/01/1998~	FAS (Social Action Foundation)	Public (cityhall)	Willy*, Parada.	on-going (16 Reports till December 1999)

Note: participants with (*) mark are leaders of each group.

Record of Lectures by Japanese Experts

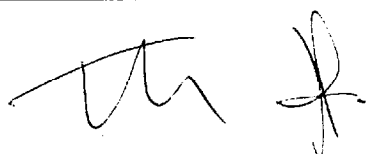
Lectures by Japanese Long-term Experts

Area and Expert	Title	Units	Date
Quality Control and Management by Sadao Tamura	Part I (Basic)		
	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
	Statistics 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
	Part II (Advanced)		
	Principle Management	1 unit	96/10.23
Human Resources Development and Industrial Relations by Haruo Wada	Part I (Basic)		
	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
	Introduction to Product 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
	Part II (Advanced)		
	Human Resources Development	9 units	97/5.12~8.5
Production Management and Related Techniques by Hiroshi Amano	Part I (Basic)		
	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
	Part II (Advanced)		
	Production Management (Review)	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 Masuo Aso	Part I (Basic)		
	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
	Part II (Advanced)		
	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 Kunihiro Mitsumori	Part I (Basic)		
	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
	Part II (Advanced)		
	Study for Japanese case	4 units	97/6.30~7.22
	Study for Brazilian case	4 units	97/7.28~8.11
	(Cost Management)		
	Cost Management	1 unit	96/12.5
	Cost Control and Cost Reduction	2 units	96/12.10~13

ANNEX 11-4 (2/2)

*Record of Lectures by Japanese Experts**Lectures by Japanese Short-term Experts*

Area	Title	Lecturer	Date
Management Consulting	Management Consulting	Toru Sase	98/1.12,13
	Consulting in IPQI	Toru Sase	98/1.20
P'ty Indicators at Micro level	Productivity Movement in Japan	Masayoshi Shimizu	98/3.11,12
Management Consulting	IPQI Consulting in practice	Toru Sase	98/6.23
Labor-Management Relations	The role of National Productivity Organization for promoting Labor Management Cooperations	Akio Maeda	99/4.9
	The role of labor unions for the development of productivity movement in Japan	Akio Maeda	99/4.12
Labor-Management Relations	ILO and Japanese Labor Management Relations	Masao Aihara	99/4.27
P'ty Indicators at Micro level	Productivity Measurement and JPC	Masahiko Honma	99/8.4
	Distribution of gains for productivity	Masahiko Honma	99/8.10
Production Cost Accounting Procedure	V.E. and cost reduction	Takeshi Miyata	99/8.6
Management Information System	Creation of innovative small and medium enterprise	Takeo Wakamatsu	99/11.19
Development of Consultant Training Course	Job Evaluation	Iwao Wada	00/3.28



ANNEX 12

Curriculum and Teaching Material for Training Course

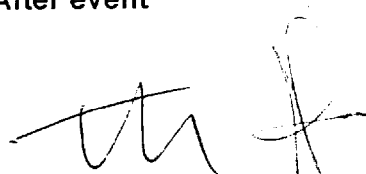
PROCAP III

MODULE	CONTENTS	INSTRUCTOR
OPENING	<ul style="list-style-type: none"> - Main objectives - Brief explanation of schedule and main orientations 	Fulgêncio Torres Tiemi K. Sugisawa
I – PRODUCTIVITY MOVEMENT IN THE WORLD	<ul style="list-style-type: none"> - The Japanese Productivity Movement (our main reference) - Other references - The Japanese and the Brazilian Management Style 	Tiemi K. Sugisawa Rubens Fava Wilson Ribello (outsourced consultant)
II – PRODUCTIVITY MOVEMENT IN BRAZIL	<ul style="list-style-type: none"> - Actual situation - Missions - National and Regional Programs - IBQP Project 	Tiemi K. Sugisawa Rubens Fava Wilson Ribello (outsourced consultant)
III- SISTEMIC PRODUCTIVITY MANAGEMENT (Part I)	<ul style="list-style-type: none"> - Foundation for PS - Productivity Measurement Methodology 	Gislene Durski Shuji Nagai
III- SISTEMIC PRODUCTIVITY MANAGEMENT (Part II) -	<ul style="list-style-type: none"> - Conceptual model of PS - The 5 Factors and 2 References 	Gislene Durski Shuji Nagai
III- SISTEMIC PRODUCTIVITY MANAGEMENT (Part III)	<ul style="list-style-type: none"> - Indicators Analysis - Case Study 	Gislene Durski Shuji Nagai
IV – SYSTEMIC PTY DYAGNOSIS	<ul style="list-style-type: none"> - Steps of PS Dyagnosis - Case Study 	Gerson Ida Shuji Nagai
V – SYSTEMIC PRODUCTIVITY AND SOCIO ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> - Quality of Life - The Social Productivity 	Regina Sliwiany Mariano Macedo
VI- LABOR RELATION AND ITS CHARACTERISTICS	<ul style="list-style-type: none"> - Brazilian Union System - IBQP-PR's Proposal for Labor and Management Cooperation 	Kassem Mohamed El Sayed Geraldo da Silva
VII – SYSTEMIC PRODUCTIVITY IN THE SOCIETY	<ul style="list-style-type: none"> - (CONCLUSION WORK BY GROUPS) - Roles of agents (economic and social) in order to structure the programs to develop and improve productivity in the Country - Presentation and evaluation of works for each group (academy, government, companies and labor) 	Alberto Simamura Tiemi K. Sugisawa

Teaching Material : Textbook for PROCAP III, MS Powerpoint presentation files, OHPs.

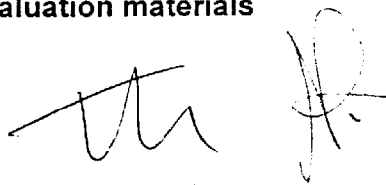
Contents of Manual for Seminar

- I. General Activities
- II. Equipment
- III. Visual programming
- IV. Service for tourism
- V. Human resources
- VI. Stationary and materials
- VII. Graphic materials
- VIII. Others
- IX. Physical resources (reservations of rooms and locations)
- X. Ceremony
- XI. After event

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Contents of Manual for Training Course

- I. General Activities**
- II. Equipment**
- III. Visual programming**
- IV. Service for tourism**
- V. Human resources**
- VI. Chart of working procedure plan**
- VII. Stationary and materials**
- VIII. Guideline of orientation to the lecturers & participants**
- IX. Graphic materials**
- X. Reference Materials**
- XI. Physical resources (reservations of rooms and locations)**
- XII. Summing up materials**
- XIII. Evaluation materials**

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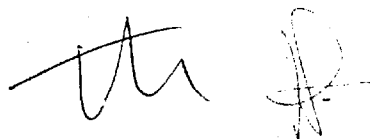
Contents of IBQP-PR Consultation Manual

Based on proposal by Mr. Tohru SASE

First version compiled in August '98

**FUNCTIONAL ACTIVITY SKELETON DIAGRAM
OF MANAGEMENT CONSULTING**

- 1. INQUIRY**
- 2. MEETING FOR REQUIREMENT CLARIFICATION**
- 3. ASSESSMENT ON OVERALL MANAGEMENT
PERFORMANCES AND ENVIRONMENTAL
COMPETITIVE POSITION**
- 4. ASSESSMENT ON CAPABILITY OF
MANAGEMENT RESOURCES**
- 5. DEFINING SWs AT COMPANY LEVEL
& PROPOSING COUNTERMEASURES**
- 6. AGREEMENTS ON MANAGEMENT
CONSULTING ACTIVITIES**
- 7. DETAIL INVESTIGATIONS ON
ASSIGNED FIELD'S PERFORMANCES**
- 8. FINAL RECOMMENDATIONS**



List of Publications

Books published:

IBQP-PR. Dados conjunturais do Estado do Paraná. Curitiba, 1995. 58p.

IBQP - PR. Encontro dos programas estaduais da qualidade e produtividade: projeto estratégico articulação das iniciativas estaduais no âmbito do PBQP. Brasília, 1996. 31p.

IBQP-PR. 5'S: princípios e praticas. Curitiba, 1997. 36p.

IBQP-PR. Work Sampling: método de amostragem do trabalho. Curitiba, 1997. 35p.

IBQP-PR. Melhoria de Layout: modelo de Aichi para diagnostico das companhias e melhorias das fabricas. Curitiba, 1997. 34p.

IBQP-PR. Gerenciamento visual. Curitiba, 1997. 36p.

IBQP-PR. Manual de consultoria - IBQP-PR: versão preliminar. Curitiba, 1998. 17p.

ISHIWARA, Atsuo. Uma visão do modelo japonês da produtividade. Curitiba, IBQP-PR, 1996. 30p.

TSUTSUMI, Yasuhiko. Kaizening e suas aplicações. Curitiba : IBQP-PR, 1997. 48p.

YAMADA, Susumu. Gestão pela qualidade total : TQM serviços. Curitiba : IBQP-PR, 1999. 82p. Cadernos Brasileiros de Produtividade : Série Casos.

JPC-SED. Japão ao luz da Productividade. Curitiba: JPC-SED/IBQP-PR, 2000. (to be published)

Technical Reports:

Diagnóstico conforme modelo de Produtividade Sistemica 7 Tabeliao Volpi (confidencial)
Dez. 1999

Flexiv Ltda. Diagnóstico conforme modelo de Produtividade Sistemica (confidencial)
Apr. 1999

Diagnostico em gestão Brasholanda S.A. (confidencial)
Jul. 1998

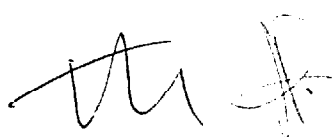
Management Consulting Report TELOS S.A. Equipamentos e Sistemas (confidencial)
Jul. 1998

Management Consulting Report Risotolandia - Industria e Comercio de Alimentos Ltda.

Análise Econômica e Financeira BRAENGEL - Construcoes e Empreendimentos Imobiliálíios Ltda.

TQM em Serviços – O Caso Hotel Rayon (confidencial)
Nov. 1997

Relatório do Diagnóstico Integrado TNMETAL (confidencial)
Out. 1997



ANNEX 15-1 (2/2)

Relatório do Diagnóstico Integrado BEMATECH (confidencial)
Ago. 1997

Diagnóstico de Gestão da Produção IMAPA (confidencial)
Abr. 1997

O Caso da Nilko Metalúrgica (confidencial)
Dez. 1996

Pamphlets and other promotion materials:

Produtividade na visão do IBQP-PR (Small book on productivity concept)

IBQP-PR institutional folder

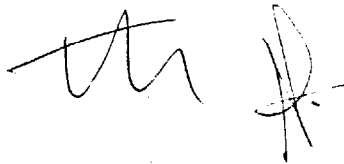
IBQP-PR Club pamphlets

PROCAP course pamphlets

International Productivity Symposium (IPS) IX circulars

Projeto de Aumento da Produtividade - Ajudando o país crescer

(Small book on productivity project with JICA)

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Bulletin and Homepage of IBQP-PR

Bulletin

Name : Boletim IBQP-PR

Frequency: Monthly

Number of Issues: 900 Issues, (Portuguese Version :800 and English Version : 100)

Distribution:

Government Agencies

Private Companies(Associate Members)

Local Government Units

Libraries/Info. Centers related to Quality and Productivity

Related Japanese Organizations(MITI, JICA, JPC-SED)

IBQP-PR staff

Main Contents of Issues:

Editorial, major topics on quality and productivity activity, interviews, technical column, book reviews, topical information, etc.

Series of issues since the Start

1995:two(2) issues

volume 1, number 1 (Maiden issue; A Word from the President) to v. 1, n.2(Dec.)

1996 :twelve(12) issues

v.1, n.3(Jan.) to v.1, n.14(Dec.)

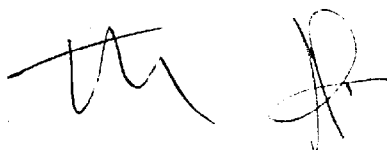
1997:twelve(12) issues

v.2, n.1(Jan.) to v.2, n.12(Dec.)

1998:five(5) issues

v.3, n.1(Jan.) to Vv.3, n. 5(May), May

* Publication has been suspended since June '98.



Homepage

Time of Launching Online: April, 1999

Major Content of the Web-site of IBQP-PR Home Page

- Clipping IBQP-PR (General Information on Productivity Activity in a week, in half month, and in a month)
- Latest Information about the Major Activity of IBQP-PR
 - Latest Notice on the Ninth International Productivity Symposium(IPS-IX)
 - Latest Information on Productivity Agent Course(PROCAP)
 - Post Graduate Course Guide for Superior Institute on Administration, Catholic University in Parana(PUC) (Joint Activity)

Click to Detailed Information

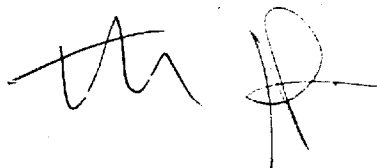
- Facilities and Room Guide of IBQP-PR(Available Spaces of Rooms for Use related to Productivity Activity)
- Publications and Videos of IBQP-PR(JICA Project Output and Others)
- Introduction of Consulting Activities of IBQP-PR
- Productivity Concept established by IBQP-PR(Systemic Productivity)
- Affiliation Guide for the Association Members of IBQP-PR(IBQP Club)
- Detailed information on Clipping-IBQP-PR(news, editorial, and reviews appeared on quality and productivity journals)

Response from Users

- Announcement of Events scheduled at Related Organizations(Mutual Information Exchange among Users)
- Latin American Network(Established after the First Latin American Productivity Seminar in Jan. 26-28, 2000)

Links to Other Web-site

- Related Quality and Productivity Organizations: Brazil and the World(Asia, U.S.A., Canada, Europe and other regions)

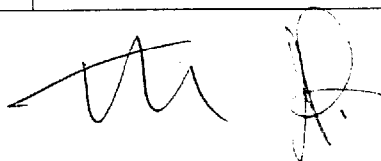
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ANNEX 16 (1/2)

List of Organized Forums and Their Participants

Labor Union - July 6 th , 1999	
Title : <i>The role of IBQP-PR, productivity movement, role of labor unions for productivity movement</i>	
Participants	1. Roberto de Andrade Silva - SINDI-SEAB
	2. Gladir Antonio Basso - Federação dos Bancários do PR.
	3. Luiz Carlos Lemos - Federação dos Bancários do PR
	4. José Daniel Farias - Sindicato dos Bancários de Curitiba
	5. Marisa Stedile - Federação dos Bancários do PR
	6. Júlia Maria Dorigan Matos - Sindicato dos Bancários de Curitiba
	7. Nerito Fracaro - SINTEL -PR
	8. Luiz Antonio Ramos - Força Sindical do Paraná
	9. Clementino Tomaz Vieira - Sindicato dos Metalurgicos Curitiba
	10. Jose Carlos Trizotti - Força Sindical do Paraná
	11. Fernando Nunes Patrício - Sindicato dos Engenheiros
	12. Glécio Mussy Vilar - TELEPAR
	13. João Carlos Diorio - Sind. dos Arquitetos e Urbanistas do Paraná
	14. Nelson Karam - DIEESE
	15. Cid Cordeiro - DIEESE
	16. Roberto Von Der Osten -CUT-PR
	17. Geraldo A Silva - CUT-PR

Entrepreneurs - August 17 th , 1999	
Title : <i>Outline of IBQP-PR, Productivity movement and role of management.</i>	
Participants	1. Maurilio L. Schmitt - FIEP
	2. Julio Maito Filho - Federação do Comércio do Paraná
	3. Hélio Cadore - SEBRAE-PR
	4. Wilson R. Pickler - Sind. das Industrias Eletroeletronicas
	5. Janus Sergio Werpachowski -- ABRASEL/SINDOTEL
	6. Ronaldo Duscheneš - Flexiv Moveis
	7. Antonio Guzzo Junior -ULTARFERTIL
	8. Luiz Ben-Hur Loures - AECIAR



ANNEX 16 (2/2)

Academy - October 26 th , 1999	
Title : <i>Systemic Productivity and role of IBQP-PR.</i>	
Participants	1. Walter M. Paiva - UFPR
	2. Manuel Knopholz - FAE
	3. Ernani Augusto Brescianini - SEED
	4. Waldemiro Gremski - UFPR
	5. Afonso Teixeira de Freitas - POSITIVO
	6. Elenice Mara Matos Novak - UFPR
	7. Paulo Alberto Bastos Jr. - POSITIVO
	8. Paulo Rogerio da Silveira - CEFET-PR
	9. Paulo Cesar de Camargo - UFPR
	10. Silas Gonçalves de Barros -- UEL
	11. Hermílio Santos - TECPAR
	12. Lindora Aparecida Martins Kamiya -- TECPAR
	13. Silvia Maria P. de Araujo - UFPR
	14. Sonia Satoni Obara - UNIOESTE
	15. Claudio Nogas - TUIUTI
	16. Paulo Cezar Lobo Colli - TUIUTI
	17. José Ivan de Paula Prochmann -- UFPR
	18. Renato Marchetti - UFPR
	19. Kazuo Hatakeyama - CEFET-PR
	20. Walter Tadahiro Shima - UFPR
	21. Daniel Delgado Saldivar - ISPG

Consumers and NGOs – December 14 th , 1999	
Title : <i>Systemic Productivity, productivity movement and role of IBQP-PR</i>	
Participants	1. Maria Izabel Godoy Marks - PROCON-PR
	2. Rosangela Maier Guedes - PROCON-PR
	3. Cláudia Francisca Silvano - PROCON-PR
	4. Maria Estela Kuroviski Saldanha – Ouvidoria Geral do Estado do Paraná
	5. Roberval Angelo Rizzo Costello - Ouvidoria Geral do Estado do Paraná
	6. João Elias de Oliveira - Ouvidoria Geral do Estado do Paraná
	7. Luciane de Oliveira Lima – Consultora Cepram
	8. Peraldo de Oliveira Lima - Consultor

ANNEX 17-1

List Productivity Network

1. FIERGS – FEDERAÇÃO DAS INDÚSTRIAS DO ESTADO DO RIO GRANDE DO SUL

Objective: To exchange information about productivity and implementation of Productivity and Quality Programs in industries and companies.

Contact:

Mr. Adalberto Luiz Lenhard

Mr. Eduardo França de Araújo Santos

Av. Assis Brasil 8787 – Sarandi , Porto Alegre RS

Contracted date, duration:

14/04/1998 – 02 years

2. UNIVERSIDADE FEDERAL DO CEARÁ – UFCE

Objective: Promotion and to capacitate people in seminars, forums about productivity and quality to exchange information and experiences.

Contact:

Mr. Roberto Cláudio Frota Bezerra

Rua III. Casa 92 Residencial Omega II Quintino Cunha Fortaleza, Ceara

Contracted date, duration:

03/12/99 – 02 years

3. CERTI – CENTRO REGIONAL DE TECNOLOGIA EM INFORMÁTICA

Objective: Promotion and to capacitate people in seminars, forums about productivity and quality to exchange information and experiences.

Contact:

Mr. Carlos Alberto Schneider

Caixa Postal 5053, Florianopolis SC

Contracted date:

13/06/1996.

4. CRQ – CENTRO REGIONAL DA QUALIDADE E PRODUTIVIDADE NO PARANA

Object: To cooperate to increase productivity, quality and competitiveness in Brazil and in all Latin American countries.

Contact:

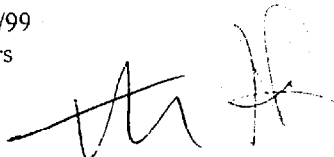
Mr. Arnold Kraye Krauss.

Rua Guapiacu. 5 V.Clementino Sao Paulo SP

Contracted date, duration:

25/06/99

5 years



PRODUCTIVITY STATEMENT

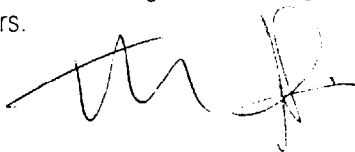
Members present at the First Latin American Seminar on Productivity, held in Curitiba, Paraná, Brazil, from January 26 to 28 representing Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Peru and Venezuela

WHEREAS

1. The entities working with productivity represent a fundamental instrument for the sustained development of society, economy, environment and culture of their countries, in a way to generate and maintain work, jobs and gains, aiming at improved quality of life for citizens.
2. The experience gathered and results obtained in Productivity represent the starting point to orient and support efforts and initiatives for development of entities, and potentiation of those in existence in different countries in Latin America.
3. The need to strengthen inter-institutional relations and introduction of processes and tools favoring information dissemination, knowledge generation in order to stimulate and develop the Movement for Productivity.
4. The co-operation and discussions shall be translated into concrete and systemic activities aiming the Productivity improvement.
5. The following principles shall be acknowledged:
 - Productivity increment contributes for economic growth, sustained development and generation of job new opportunities.
 - Productivity improvement requires systemic co-operation between capital and work, in favor of common interests.
 - Productivity benefits contribute to improve quality of life and shall equitably favor businessmen, workers and the society.

IT IS AGREED

- 1- To disseminate the Productivity principles.
- 2- To create the Productivity Latin American Network, as a window for experiences, information and knowledge interchange.
- 3- To assign for one-year period, subject to extension, the Instituto Brasileiro da Qualidade e Produtividade – IBQP PR, as the responsible entity for coordination, direction and organization of processes concerning the network goals and mission, with the support and collaboration of all its members.



ANNEX 17-2 (2/2)

- 4- To hold, yearly, the Latin American Seminar on Productivity, appraise results obtained at each event, and set forth the agenda for the next meeting.

Curitiba, 28th January, 2000

Lúcio Renato de Fraga Brusch
Instituto Brasileiro da Qualidade e Produtividade – IBQP-PR – Brasil

Antonio Leone
Sistema Económico Latinoamericano – SELA

Raul Castaño
Instituto Nacional de Tecnología Industrial – INTI Argentina

Lautaro Moreno Sanchez
Centro Nacional de La Productividad y Calidad CNPC Chile

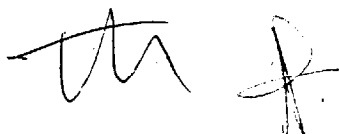
Olman Muñoz Céspedes
Centro de Formación de Formadores y de Personal Técnico para el Desarrollo Industrial de
Centroamerica – CEFOF Costa Rica

Luis Tenorio Puentes
Centro de Desarrollo Industrial de la Sociedad Nacional de Industria – CDI Peru

Felipe C. Millán
Centro de Productividad del Pacífico – CPP Colombia

Luiz Enrique Martin Fernandez Cao
Oficina Nacional de Normalización de Cuba

Hirokazu Hase
Japan International Cooperation Agency



Status of Associate Members
(Monthly Change)

1995-00

Month	1995 (R\$)					1996 (R\$)					1997 (R\$)				
	Large R\$ 500	Medium R\$ 250	Small R\$ 100	Micro R\$ 30	Total Month	Large R\$ 500	Medium R\$ 250	Small R\$ 100	Micro R\$ 30	Total Month	Large R\$ 500	Medium R\$ 250	Small R\$ 100	Micro R\$ 30	Total Month
Jan.	0	0	0	0	0	4000	2750	1600	210	8560	1500	500	700	120	2820
Memb. n°	0	0	0	0	0	8	11	16	7	42	3	2	7	4	16
Feb.	0	0	0	0	0	3500	2500	2200	150	8350	3000	2250	1800	210	7260
Memb. n°	0	0	0	0	0	7	10	22	5	44	6	9	18	7	40
Mar.	0	0	0	0	0	4000	2500	2000	240	8740	3500	2250	1900	240	7890
Memb. n°	0	0	0	0	0	8	10	20	8	46	7	9	19	8	43
Apr.	500	0	0	0	500	4000	2500	2000	210	8710	3000	2250	1900	270	7420
Memb. n°	1	0	0	0	1	8	10	20	7	45	6	9	19	9	43
May	0	0	0	0	0	4000	2250	1900	270	8420	4500	2250	1900	270	8920
Memb. n°	0	0	0	0	0	8	9	19	9	45	9	9	19	9	46
Jun.	0	0	0	0	0	3000	2250	1600	180	7030	10000	2250	1700	240	14190
Memb. n°	0	0	0	0	0	6	9	16	6	37	20	9	17	8	54
Jul.	0	0	0	0	0	3000	2000	1800	240	7040	4500	2000	2100	390	8990
Memb. n°	0	0	0	0	0	6	8	18	8	40	9	8	21	13	51
Aug.	500	250	500	30	1280	4500	2000	1500	240	8240	4000	1750	1600	240	7590
Memb. n°	1	1	5	1	8	9	8	15	8	40	8	7	16	8	39
Sep.	2000	2000	1900	120	6020	3000	2000	1600	270	6870	4500	1750	1600	330	8180
Memb. n°	4	8	19	4	35	6	8	16	9	39	9	7	16	11	43
Oct.	4000	2500	2200	210	8910	3000	2000	1700	300	7000	5000	1750	1700	240	8690
Memb. n°	8	10	22	7	47	6	8	17	10	41	10	7	17	8	42
Nov.	2500	2500	2200	150	7350	3000	2250	1400	300	6950	4000	1750	1400	210	7360
Memb. n°	5	10	22	5	42	6	9	14	10	39	8	7	14	7	36
Dec.	9500	2500	2500	270	14770	4500	4250	1900	360	11010	5000	2750	1900	390	10040
Memb. n°	19	10	25	9	63	9	17	19	12	57	10	11	19	13	53
TOTAL (R\$)	19000	9750	9300	780	38830	43500	29250	21200	2970	96920	52500	23500	20200	3150	99350
Memb.n° * (Year)	38	39	93	26	196	87	117	212	99	515	105	94	202	105	506

Note: Membership number* counts only those who made the monthly payment. Some members skip to pay certain months.

Status of Associate Members
(Monthly Change)

1995-00

Month	1998 (R\$)					1999 (R\$)					2000 (R\$) until march				
	Large R\$ 500	Medium R\$ 250	Small R\$ 100	Micro R\$ 30	Total Month	Large R\$ 300	Medium R\$ 150	Small R\$ 60	Micro R\$ 30	Total Month	Large R\$ 300	Medium R\$ 150	Small R\$ 60	Micro R\$ 30	Total Month
Jan.	3000	1250	1200	30	5480	600	0	180	30	810	1800	900	120	90	2910
Memb. n°	6	5	12	1	24	2	0	3	1	6	6	6	2	3	17
Feb.	3500	2000	1300	180	6980	1800	750	540	60	3150	1200	900	600	180	2880
Memb. n°	7	8	13	6	34	6	5	9	2	22	4	6	10	6	26
Mar.	10000	2250	1400	210	13860	1800	750	540	90	3180	1500	1200	780	180	3660
Memb. n°	20	9	14	7	50	6	5	9	3	23	5	8	13	6	32
Apr.	4000	4250	1400	150	9800	5400	900	540	90	6930					0
Memb. n°	8	17	14	5	44	18	6	9	3	36					0
May	4500	1750	1000	180	7430	1800	2250	600	150	4800					0
Memb. n°	9	7	10	6	32	6	15	10	5	36					0
Jun.	3500	1750	1200	150	6600	1500	900	600	150	3150					0
Memb. n°	7	7	12	5	31	5	6	10	5	26					0
Jul.	3000	1750	1100	150	6000	1200	900	660	240	3000					0
Memb. n°	6	7	11	5	29	4	6	11	8	29					0
Aug.	3000	1750	1000	90	5840	1500	1050	780	300	3630					0
Memb. n°	6	7	10	3	26	5	7	13	10	35					0
Sep.	4000	1750	1200	120	7070	1500	1050	600	420	3570					0
Memb. n°	8	7	12	4	31	5	7	10	14	36					0
Oct.	2000	1750	1100	90	4940	1500	1200	720	210	3630					0
Memb. n°	4	7	11	3	25	5	8	12	7	32					0
Nov.	3000	1250	1000	120	5370	600	1200	600	240	2640					0
Memb. n°	6	5	10	4	25	2	8	10	8	28					0
Dec.	6500	1500	700	90	8790	2700	1200	660	330	4890					0
Memb. n°	13	6	7	3	29	9	8	11	11	39					0
TOTAL (R\$)	50000	23000	13600	1560	88160	21900	12150	7020	2310	43380	4500	3000	1500	450	9450
Memb. n° * (Year)	100	92	136	52	380	73	81	117	77	348	15	20	25	15	75

Note: Membership number* counts only those who made the monthly payment. Some members skip to pay certain months.

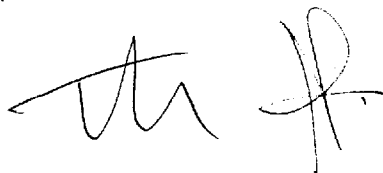
List of Services to Associate Members

To the associate members, IBQP-PR will:

- ✓ Provide updated knowledge and information on productivity
- ✓ Make effective exchange of experiences on productivity among associate members
- ✓ Provide access to successful cases on productivity through specialists all over the world and organizations in various sectors

The associate members can:

- ✓ Use Training Center of IBQP-PR and other resources available for events
- ✓ Participate events of IBQP-PR with discount price
- ✓ Have access to the library of IBQP-PR
- ✓ Obtain products, services, consulting and advice from IBQP-PR
- ✓ Participate courses and events on updated productivity in IBQP-PR
- ✓ Participate in homepage of IBQP-PR

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ANNEX 19 (1/2)

Dispatch of Experts (Long-term)

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									1997/6/16~2000/5/31												
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)													1997/11/19~2000/5/31									
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									
10	Production Management & Related Techniques	Masaka Ito																1999/3/26~2000/5/31					

ANNEX 19 (2/2)

Dispatch of Experts (Short-term)

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 & Productivity	Masayoshi Shimizu													1998/3/07~4/04									
11	Consulting Methodology	Tohru Sase														1998/5/11~7/31								
12	Labor Management Relations	Akio Maeda																			1999/4/03~5/08			
13	Labor Management Relations	Masao Aihara																			1999/4/24~5/08			
14	Production Cost Accouting Procedere	Takeshi Miyata																				1999/7/31~8/28		
15	Productivity Indicators at Micro Level	Masahiko Honma																				1999/8/02~8/15		
16	Management Information System	Takeo Wakamatsu																				99/11/14~12/12		
17	Institution Building for Productivity Organization	Kazuo Motoishi																				00/01/22~01/31		
18	Productivity Indicators at Micro Level	Masahiko Honma																				00/01/29~02/13		
19	Visual Marchandising	Reiko Toyama																				00/02/05~03/04		
20	Labor Management Relations	Seigo Kojima																				00/02/12~02/27		
21	Industrial Engineering Method and Practice	Kenji Takemura																				00/03/11~05/24		
22	Development of Consultant Training Course	Iwao Wada																				00/03/11~05/31		

ANNEX 20-1

Counterpart Training in Japan

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 Productliity Management	Mr. Washinton L. FILHO																					
2	Quality and Productliity Management	Mr. Ney C. O. KING																					
3	Genba Kaizen	Mr. Willy K. CARDOSO																					
4	Production Management	Mr. Murilo X. BROTHERHOOD																					
5	Quality Management	Ms. Ana B Tiemi KAWAKAMI																					
6	Quality and Productivity Management	Mr. Mauro K. NAGASHIMA																					
7	Productivity Measurement and Analysis	Ms. Gislene R. DURSKI																					
8	Productivity Promotion	Mr. Walter ARENDT																					
9	Productivity Measurement and Analysis	Ms. Rosangelis V de ORNELAS																					
10	Quality and Productivity Management	Mr. Helio G. AMARAL																					
11	Productivity Organization Management	Mr. Fulgencio Torres VIRUEL																					
12	Productivity Organization Management	Mr. Jose Parada de Oliveira JUNIOR																					
13	Management of Productivity Improvement	Mr. Abdala R. MAFTUM																					
14	Management of Productivity Improvement	Mr. Kassem M. EI SAYED																					

Country Focused Training Course in Japan

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																						
	Name	Organization																					
Quality Control and Productivity Technique (FY '95)																							
1	Mr. Alvaro M. Pinto LEITE	IBQP-PR (Temporary C/P)																					
2	Mr. Ney C. O. KING	IBQP-PR (Permanent C/P) continued to Indv. Course																					
3	Mr. Nelson de C. KARAM	IBQP-PR (Temporary C/P)																					
4	Mr. Geraldo A. da SILVA	IBQP-PR (Temporary C/P)																					
5	Mr. Jose Glauber M. MONTEIRO	IBQP-PR (Temporary C/P)																					
6	Mr. Marcelo A. da SILVA	IBQP-PR (Temporary C/P)																					
7	Mr. Roberto dos Reis ALVAREZ	IBQP-PR (Temporary C/P)																					
8	Ms. Marcia de Mota DAROS	IBQP-PR (Temporary C/P)																					
Quality and Productivity Control (FY '96)																							
1	Mr. Carlos David Lopez YUKIMURA	IBQP-PR (Temporary C/P)																					
2	Ms. Cristina Lucia CARVALHO	IBQP-PR (Temporary C/P)																					
3	Ms. Joseana Pereira da SILVA	IBQP-PR (Temporary C/P)																					
4	Ms. Luz Marina M. F. ALENCAR	IBQP-PR (Temporary C/P)																					
5	Ms. Marilia Ines Naves CARDIERI	IBQP-PR (Temporary C/P)																					
6	Mr. Sergio Silva de CARVALHO	IBQP-PR (Temporary C/P)																					
7	Ms. Tereza Cristina de Almeida ROSA	IBQP-PR (Temporary C/P)																					
8	Ms. Ana B. Tiemi KAWAKAMI	IBQP-PR (Permanent C/P) continued to Indv. Course																					
9	Mr. Murilo X. BROTHERHOOD	IBQP-PR (Permanent C/P) continued to Indv. Course																					
10	Mr. Willy Khede CARDOSO	IBQP-PR (Permanent C/P) continued to Indv. Course																					

ANNEX 20-2 (2/3)

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																						
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																					
Quality and Productivity Technique (FY '98)																							
1	Mr. Alberto SHIMOMURA	IBQP-PR																					
2	Mr. Shuji NAGAI	IBQP-PR																					
3	Mr. Gerson Satio IDA	IBQP-PR																					
4	Mr. Valter PIVA	IBQP-PR																					
5	Mr. Sergio Povia PIRES	IBQP-PR																					

ANNEX 20-2 (3/3)

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
6	Ms. Maria José REIS PONTONI	IBQP-PR																	1999/01/26~1999/02/25				
7	Ms. Ana Paula Soares WORMSBECKER	IBQP-PR																	1999/01/26~1999/02/25				
8	Mr. Adalberto Egg PASSOS	IBQP-PR																	1999/01/26~1999/02/25				
9	Ms. Iolanda Longobucco TEIXEIRA	National Confederation of Industry -RJ																	1999/01/26~1999/02/25				
10	Mr. Cid Cordeiro SILVA	DIEESE - PR																	1999/01/26~1999/02/25				
11	Mr. Valdomiro Nery GONÇALVES	SENAI - LONDRINA-PR																	1999/01/26~1999/02/25				
12	Mr. Leulair Cesar de S. MENDES	IEL-GO																	1999/01/26~1999/02/25				
Quality and Productivity Technique (FY '99)																							
1	Mrs. Eliane Lobato Peixoto BORGES	SEBRAE-PR																	1999/11/16~1999/12/10				
2	Mr. Jorge Luiz COUTO	Companhia Siderurgica Nacional-CSN-RJ																	1999/11/16~1999/12/10				
3	Mr. Mario de Magalhaes CABREIRA	QUALYSUL Consultoria e Treinamento Ltda-PR																	1999/11/16~1999/12/10				
4	Mr. Miguel Cesar Ferraz ABRAS	Civil Cabinet of the Presidency of the Republic-DF																	1999/11/16~1999/12/10				
5	Mr. Joao Antonio TREVISAN	IBQP-PR																	1999/11/16~1999/12/10				
6	Mrs. Simone E. V. de Castro RAMOS	IBQP-PR																	1999/11/16~1999/12/10				
7	Mr. Rubens FAVA	IBQP-PR																	1999/11/16~1999/12/10				

ANNEX 21 (1/3)

List of Machinery and Equipment provided by the Japanese Side

Date	Name of Equipment	Model	Unit Price (RS)	Qty	Total Price (RS)	Frequency of Use	Condition and maintenance
1 Teaching Materials							
5/7/1995	Apple Macintosh 12MB HD350	LC630	1.732,46	1	1.732,46	A	B
5/7/1995	Compaq LTE Elite 4/40C	M170W	3.531,19	1	3.531,19	B	B
5/7/1995	HP Laser jet 4V + Accessories		3.960,99	1	3.960,99	A	A
5/7/1995	Apple Macintosh LC630	12MB HD350 w/ CD ROM	1.195,68	1	1.195,68	A	B
5/7/1995	Mac Power Book 520C-12MB HD240		2.208,86	1	2.208,86	B	B
8/1/1996	Copy machine Canon NP2120 + accessories	VJB45217	11.279,00	1	11.279,00	A	A
10/1/1996	Copy Machine Canon NP6650 + accessories	CYR47953	39.595,00	1	39.595,00	A	A
29/1/1996	Compaq Contura 430C + Accessories		3.616,39	1	3.616,39	A	B
29/1/1996	YHP Laser Jet + accessories	4LJPRO	1.201,36	1	1.201,36	A	A
6/2/1996	Micro Pentium 100MHZ Tape Deat CD4X-51032		9.860,00	1	9.860,00	A	A
6/2/1996	Micro Pentium 100MHZ-ISA/PCI-510032/PI Multi		5.852,00	1	5.852,00	A	A
6/2/1996	Micro Pentium 75MHZ-ISA/PCI-57516/PI Multimi		4.258,00	1	4.258,00	A	A
6/2/1996	Micro Pentium 75MHZ-ISA/PCI-LC57516/PI		3.279,00	20	65.580,00	A	A
6/2/1996	Notebook Compaq Contura A410CX(486DX250)350		7.542,00	2	15.084,00	A	A
6/2/1996	Scanner Color mod.HP 4C	USC0061494	1.770,00	1	1.770,00	A	A
13/2/1996	Ink-Jet Printer	HP-660C Color	870,00	15	13.050,00	A	A
22/2/1996	HP Printer	Laser Color	13.500,00	1	13.500,00	A	A
22/2/1996	HP 16MB Printer	Mono Laserjet 600-DPI	7.940,00	1	7.940,00	A	A
20/3/1996	Micro Pentium 100MHZ-Tape Deat CD4x-510032PI		8.992,00	1	8.992,00	A	A
20/6/1996	Notebook PC TOSHIBA Dyna book (?) GT S575 75MHZ 8		2.987,38	1	2.987,38	A	A
20/6/1996	Printner with Cables and Cartridge	AC100V Cannon BJC35V	468,60	1	468,60	A	A
20/6/1996	Drive CD-ROM AC100V DRM 624X + Accessories.		1.236,15	1	1.236,15	A	A
2/12/1996	Deskjet Printer	HP-680 Color	549,00	5	2.745,00	A	A
6/12/1996	Micro Pentium 133 MHZ w/Multim.CD 8x Monit.1		3.130,00	11	34.430,00	A	A
6/12/1996	Micro Pentium 166 MHZ w/Multim.CD 8x Monit.1		7.465,00	2	14.930,00	A	A
6/1/1997	Superstack IIHUB 24 ports-3COM	3C1 71A	1.465,90	1	1.465,90	A	A
6/1/1997	CPA 2511 Remote access Server CISCO		5.554,70	1	5.554,70	A	A
24/2/1997	Notebook mod.Tecra 500 120MHZ WIN1.3G CD ROM		9.000,00	1	9.000,00	B	A
6/3/1997	Compact Video Camera Sony	TR-V21	1.929,00	1	1.929,00	A	A
20/3/1997	Camera Canon Prima Zoom Shot		410,00	1	410,00		A
10/4/1997	Digital Camera Casio + accessories	QV-30	988,10	1	988,10	A	A
16/7/1997	Tripod for Professional Camera		900,80	1	900,80	C	A
12/8/1997	Digital Camera (recharger)	MVC-FD7 serie 119638	764,90	1	764,90		A
27/2/1998	Laser Printer	Laser Color 4915 Plus	5.500,00	1	5.500,00		A
					297.517,46		
2 Equipment for Production of Training Materials							
15/8/1996	Video Camera VHS	GR-S29 IV-CHO39611	1.715,39	1	1.715,39	A	A
15/8/1996	Tripod	TP-V20 IV-CHO39611	115,11	1	115,11	C	A
15/8/1996	Color Video Monitor 15"	IV-CHO39611	1.184,98	2	2.369,96	A	A
15/8/1996	VCR VHS Multi System	NV-W1 IV-CHO39611	2.934,23	1	2.934,23	A	A
15/8/1996	Video editor VTR	SR-S360U IV-CHO39611	1.935,46	2	3.870,92	B	A
15/8/1996	Transformer 1KVA	IV-CHO39611	191,85	1	191,85	B	B
7/3/1997	Color Video Monitor	JVC TM-A9U (NTSC)	1.230,27	3	3.690,81	A	A
7/3/1997	Videotype with formate S-VHS	NBR.5822DXU	11.364,34	1	11.364,34	A	A
7/3/1997	VideoType with formate S-VHS	NBR.5622DXU	11.562,43	1	11.562,43	A	A
7/3/1997	Video System S-VHS		16.598,21	1	16.598,21	A	A
7/3/1997	Sound mixer with 8 channels		6.756,05	1	6.756,05	A	A
7/3/1997	Special Effects Video Producer		14.596,40	1	14.596,40	A	A
7/3/1997	Equip.control Text edition	NRM.6860U	5.119,17	1	5.119,17	A	A
7/3/1997	3CCD Video Camera	KY-27CUCH 14xzoom	10.259,18	1	10.259,18	A	A
					91.144,05		
3 Equipment for Seminar Rooms							
2/1/1996	Color TV Sony 29 inches	V55-B	1.732,50	2	3.465,00	A	A
3/1/1996	Portable Over Head Projector LITEPRO	INFOCOS	20.618,00	1	20.618,00	A	A
15/8/1996	Over Head Projector	HP-A380 IV-CHO39611	1.877,19	2	3.754,38	A	A
15/8/1996	Pedestal for Over Head Projector	4380-2 IV-CHO39611	453,26	1	453,26	A	A
15/8/1996	Pedestal for Over Head Projector	4380-2 IV-CHO39611	546,95	1	546,95	A	A
15/8/1996	VCR Hitachi VHS	VTM288MN IV-CHO39611	880,27	2	1.760,54	A	A
15/8/1996	Slide projector with projection lens	4190 IV-CHO39611	1.661,54	1	1.661,54	B	B
15/8/1996	Pedestal to Slide Projector	1256 IV-CHO39611	289,71	1	289,71	B	B

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Date	Name of Equipment	Model	Unit Price (RS)	Qty	Total Price (RS)	Frequency of Use	Condition and maintenance
15/8/1996	Screen for Over Head Projector (tripod type)	9165 IV-CHO39611	496,56	1	496,56	C	A
15/8/1996	Sound Player Stereo	PMC-501 IV-CHO39611	733,56	1	733,56	A	A
15/8/1996	Screen for OHP Tripod type	9165 IV-CHO39611	496,56	1	496,56	C	A
15/8/1996	Screen+B52 for OHP Tripod type	9165 IV-CHO39611	496,56	2	993,12	C	A
28/1/1997	Acoustic box Wharfedale Modus Thee(par)		487,00	1	487,00	B	B
30/1/1997	Tape Deck Pioneer	CT-W505R	480,00	1	480,00	B	B
30/1/1997	Amplifier Pioneer	A-405	530,00	1	530,00	B	B
30/1/1997	MiniSystem Aiwa	MKII 2200W	993,00	1	993,00	A	A
4/2/1997	Portable Projector	INFOCUS	15.570,00	1	15.570,00	A	A
7/3/1997	Sound Recorder and Reproducer	N50.W218	273,14	1	273,14	B	B
7/3/1997	CD Reproducer	NXL.V2848K	223,06	1	223,06	B	B
7/3/1997	Radio Receptor AM/FM		455,41	1	455,41	B	B
7/3/1997	Lens 14x7	NA14X10BLM12U	2.669,06	1	2.669,06	B	B
7/3/1997	Eletronic Display 1.5	NNFP115U	740,25	1	740,25	B	B
7/3/1997	Case for transporting and carrying appliances	NCB.P27U	1.146,86	1	1.146,86	B	B
7/3/1997	VideoType with formate S-VH5	NBR.5422U	6.568,38	1	6.568,38	A	A
7/3/1997	Adaptor air charger	NAA610U	896,64	1	896,64	B	B
7/3/1997	Rechargeable batteries (8 batteries)	NNB.61U	2.001,76	8	16.014,08	B	B
10/3/1997	Over Head Projector 3M + Light bulbs	9700 FXL	1.705,30	1	1.705,30	B	B
12/3/1997	Projection Screem Lite 244x244m		1.220,00	1	1.220,00	C	A
14/3/1997	Audio control device	JVC NMI-F30U	3.255,81	1	3.255,81	A	A
14/3/1997	Stereo Microphone	NMV-P612U	680,16	1	680,16	A	A
18/3/1997	Quincunx w/2 gates	WD-5	2.317,00	1	2.317,00	B	B
18/3/1997	Quincunx w/3 gates	WD-7	2.935,00	1	2.935,00	B	B
18/3/1997	Sampling Bowl	SBL 2000	1.390,00	1	1.390,00	B	B
18/3/1997	Small Sampling Box	SB-5	587,00	1	587,00	B	B
18/3/1997	Large Sampling Box	SB-6	834,00	1	834,00	B	B
18/3/1997	Chipbox w/ SQC Text	SCB-7	772,00	1	772,00	B	B
18/3/1997	Catapult Experiment	CAT-100	911,00	1	911,00	B	B
					98.923,33		
4. Equipment for Meeting Rooms							
19/9/1995	Air conditioning Prosdocimo	12000R 220V-B	636,00	1	636,00	A	A
3/10/1995	Air conditioning Prosdocimo	12000R 220V-B	636,00	1	636,00	A	A
29/1/1996	Air conditioning Prosdocimo	12000R 220V-B	670,00	1	670,00	A	A
9/12/1996	Eletr. board w copy machine, Pedestal(PANASONIC Panab, KX-B520		3.400,00	1	3.400,00	A	A
23/1/1997	Eletronic Board with copy machine and Pedestal		3.400,00	1	3.400,00	A	A
					8.742,00		
5. Equipment for Auditorium							
30/3/1999	Projectors SHARP	XGE3500		1	30.996,48	A	A
30/3/1999	Rack for Projectors Universal			1	744,96	A	A
30/3/1999	Interfaces EXTRON	Super Emotia RGBS		1	3.523,20	A	A
30/3/1999	Interfaces EXTRON	EMOTIA EXTREME		1	14.092,80	A	A
30/3/1999	Matrix 50	EXTRON 8X4		2	6.739,20	A	A
30/3/1999	Matrix 50	EXTRON 12X8		1	5.299,20	A	A
30/3/1999	Document reader SONY	VID P110		1	7.837,44	A	A
30/3/1999	Audio and video receiver PIONEER	V5X906S		1	4.329,60	A	A
30/3/1999	Ceiling cameras PANASONIC	Modelo 604		1	23.950,08	A	A
30/3/1999	Audio Control Desk YAMAHA	Modelo 02R		1	13.413,12	A	A
30/3/1999	Stereo Auxiliary Amplifiers UNIC	Modelo PB140		4	5.429,76	A	A
30/3/1999	Wireles hand Microphones SHURE	Modelo TV58D		4	4.899,84	A	A
30/3/1999	Wireles head Microphones SHURE	Modelo THD		2	2.449,92	A	A
30/3/1999	Frontal boxes JAMO 790HX242WX280D	Modelo 98		4	3.502,08	A	A
30/3/1999	Center boxes JAMO 144HX130WX188D	Modelo Center 18		1	1.486,08	A	A
30/3/1999	Back boxes type Surround JAMO	Modelo Center 160		4	1.190,40	A	A
30/3/1999	Racks TELOES for the boxes			8	506,88	A	A
30/3/1999	Sub-Woofer JAMO	Modelo SW400		2	2.580,48	A	A
30/3/1999	Set formed by 2 wall racks ELAN BRAND			1	3.490,56	A	A
30/3/1999	Roof Sond Reflectors JBL	Modelo CS50		16	6.113,28	A	A
30/3/1999	Simultaneous Translation System WILLIAMS SOUND			1	45.089,28	A	A
					187.664,64		

ANNEX 21 (3/3)

Date	Name of Equipment	Model	Unit Price (R\$)	Qty	Total Price (R\$)	Frequency of Use	Condition and maintenance
6 Equipment (Software)							
6/2/1996	MS-DOS e Windows 3.11		169,00	23	3.887,00	A	A
6/2/1996	Office Standard 4.2		623,00	2	1.246,00	A	A
6/2/1996	Office Standard 4.2 (Licença de uso)		528,00	10	5.280,00	A	A
6/2/1996	Office Professional 4.3		777,00	2	1.554,00	A	A
6/2/1996	Office Professional 4.3 (Licença de uso)		557,00	10	5.570,00	A	A
6/2/1996	Project 4.0		537,00	1	537,00	A	A
6/2/1996	Project 4.0 (Licença de uso)		484,00	3	1.452,00	A	A
6/2/1996	Corel Draw Ventura		730,00	1	730,00	A	A
6/2/1996	Visual Basic for Windows 3.0		658,00	1	658,00	A	B
8/2/1996	Novell Netware para 50 usuários		5.598,00	1	5.598,00	A	A
13/2/1996	Anti Virus Inoculam para 50 usuários		550,00	1	550,00	A	B
20/3/1996	Novell Groupwise 4.1 para 35 usuários		2.928,00	1	2.928,00	A	A
25/3/1996	Almanaque Abril		89,00	1	89,00	A	A
25/3/1996	Webster's Enciclopédia		70,00	1	70,00	A	A
25/3/1996	Atlas Universal		78,00	1	78,00	A	A
25/3/1996	Enciclopédia Encarta 96		60,00	1	60,00	A	A
25/3/1996	Dicionário Michaelis		99,00	1	99,00	A	A
25/3/1996	Dicionário Aurélio		199,00	1	199,00	A	A
25/3/1996	Estoque for Windows		70,00	1	70,00	A	B
10/12/1996	Office Professional 95		590,00	1	590,00	A	A
10/12/1996	Office Professional 95 (Licença de uso)		6.480,00	12	77.760,00	A	A
10/12/1996	Publisher 3.0		85,00	1	85,00	A	A
10/12/1996	Corel Draw 6.0 CD		670,00	1	670,00	A	A
16/12/1996	Promodel		7.455,84	1	7.455,84	A	A
27/1/1997	QFD/Capture		2.575,00	1	2.575,00	A	A
27/1/1997	STATISTIC 5.1 W+QUALITY CONTROL		4.739,00	1	4.739,00	A	A
27/1/1997	PFTP Versao 1.1 (Portugues)		381,00	1	381,00	A	A
27/1/1997	Quick Statistic		1.928,00	1	1.928,00	A	A
2/2/1997	Tarifador Sumus		1.440,00	1	1.440,00	A	A
27/2/1997	AllClear para 50 usuários		1.240,00	1	1.240,00	A	A
31/3/1997	Norton AntiVirus for Windows 95		94,00	1	94,00	A	A
31/3/1997	Norton AntiVirus for Windows 95 (Licença de Uso)		39,94	49	1.957,06	A	A
31/3/1997	Norton AntiVirus for Windows NT		80,62	2	161,24	A	A
31/3/1997	Dicionário Aurélio (Server)		65,00	1	65,00	A	A
31/3/1997	Dicionário Aurélio (Licença de Uso)		55,00	20	1.100,00	A	A
					132.896,14		
Materials for Library							
24/9/1996	The Books and Videos				3.968,715 Yen	A	A
8 Vehicle							
5/1/1996	Microbus KIA BESTA	2,700cc Diesel, 12 ps	30141,30	1	30141,30	A	A
					TOTAL (REAL) 847,028,92 + (YEN) 3,968,715		

Note:

Frequency of Use

A = used daily

B = several times a week

C = used only for special occasions

Condition and Maintenance

A = Good condition

B = Need minor repair

C = Need replacement or major repair

ANNEX 22 (1/2)



List of Machinery and Equipment Provided by the Brazilian side

Date	Equipments	Value RS
18/09/1995	Calculator Sharp model CS2631.	170,00
22/11/1995	Air Conditioning Prosdocimo 12000R 220V-B. (2 unit) Unit = 641,94	1.283,88
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. (3 unit) Unit = 47,70	143,10
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 US4951IOQN	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	Teleph system KS KX-T7230 liquid crystal display (4 unit) Unit = 510,00	2.040,00
11/09/1995	KS-T3960 wireless telephone	296,00
11/09/1995	Telephone system KS-T2315 simple device. (45 unit) Unit = 98,00	4.410,00
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	Calculator 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. (2 unit) Unit = 230,00	460,00
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. (9 unit) Unit = 47,70	429,30
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 (3 unit) Unit = 700,05	2.100,15
29/01/1998	Air conditioning 7500BTU	447,29
29/01/1998	Air conditioning 10000BTU (7 unit) Unit = 596,21	4.173,47
29/01/1998	Air conditioning 15000BTU (3 unit) Unit = 774,75	2.324,25
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 (4 unit) Unit = 850,00	3.400,00
05/10/1995	Micro 486 DX4 100MHZ-WIN 540MB-PI.Network NE2000 (7 unit) Unit = 2961,89	20.733,23
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
02/01/1999	Telephonic Equipment Panasonic KX-TS10LX-W (15 unit) Unit =84,00	1260,00
11/05/1999	Fax Machine Panasonic mod.KXF895BR	663,00
26/07/1999	Video DVD 6000 HT - Gradiente	1.003,00
10/08/1999	Radio Intercon Maxson 5 canais (3 unit) Unit =135,00	405,00

ANNEX 22 (2/2)

Date	Equipments	Value R\$
13/08/1999	Camera CCD – black & white (3 unit) Unit =266,67	800,01
13/08/1999	Monitor 12 inches + instalation	2.391,09
25/10/1999	TV Equipment CCE 14 inches	298,00
04/02/2000	Telephonic Equipment Panasonic KXT908-Long reach	480,00
11/02/2000	Data colector with software Top-ponto	1.250,00
		112.708,91
	Instalation Cost.	Value R\$
09/02/1999	Logic points	994,40
07/04/1999	Instalation of Auditorium Equipment	6.120,00
04/10/1999	Instalation of Security Equipment	795,88
		7.910,28
	Hardware e Software	Value R\$
18/05/1999	Ram Memory, Network Card and Hard Disk	790,00
19/07/1999	Notebook Fujitsu Lifebook E342	5.255,50
29/07/1999	Micro Pentium III 450 mhz	6.950,00
30/07/1999	Micro Pentium II 400 mhz	1.989,23
30/07/1999	BayStack 400 cacade module	2.553,40
30/07/1999	BayStack 450 24 portas 10/100 Switch	8.534,94
30/07/1999	Monitor 15 inches by LG	265,77
27/08/1999	Nobreak Premium 2200	870,00
18/01/2000	Notebook Toshiba Satelite 2100 CDS	5.236,00
14/02/2000	Network cards (10) memories (10)	3.053,10
22/02/2000	Motherboard Asus with Cooler	470,00
08/02/2000	Motherboard M571 with Cooler	378,00
02/03/2000	Hard Disk 8,4 GB Quantum (3 unid) Unid = 340,00	1020,00
1995-2000	Furniture (more than 430 pieces)	148.869,01
1996-2000	Books	14.195,46
		200.430,41
Total:		321.049,60

Evaluation Sheet of Technology Transfer
(Productivity Improvement at Workplace "Kaizen", Quality Control & Management)

	Activities	C/P	Person in Charge Japanese side	Target	Current Status	Result (Products)
 "KAIZEN" 1. Knowledge Transfer (*common items for all the C/Ps)	1) Production Management	Willy, Gislene	Aso	3	3	Teachnig Materials Lecture Reports
	2) 5S	Willy, Gislene	Aso	3	3	
	3) SGA	Willy, Gislene	Aso	3	3	
	4) Sugestion system	Willy, Gislene	Aso	3	3	
	5) Operation standard	Willy, Gislene	Aso	3	3	
	6) Safty Management	Willy, Gislene	Aso	3	3	
	7) IE	Willy, Gislene	Aso	3	3	
	8) Material Management	Willy, Gislene	Aso	3	3	
	9) Poka Yoke	Willy, Gislene	Aso	3	3	
 "QC & Mgt " 1. Knowledge Transfer (*common items for all the C/Ps)	1) TQC	Willy, Gislene	Tamura	3	3	Teachnig Materials Lecture Reports
	2) Quality Control	Willy, Gislene	Tamura	3	3	
	3) Analysis and kaizen	Willy, Gislene	Tamura	3	3	
	4) Statics Method	Willy, Gislene	Tamura	3	3	
	5) Management (Control Chart)	Willy, Gislene	Tamura	3	3	
	6) A process management	Willy, Gislene	Tamura	3	3	
	7) Process control	Willy, Gislene	Tamura	3	3	
	8) Principle management	Willy, Gislene	Tamura	3	3	
	9) Box making	Tiemi	Nagasawa	3	3	
	10) QC Quize	Willy, Gerson	Nagasawa	3	3	
	11) QCOV lecture	Willy, Shuji, <u>Rosana</u>	Nagasawa	3	3	
	12) LNP lecture	Willy, Shuji, Gerson, <u>Rosana</u>	Nagasawa /STE	3	3	
	13) KSS lecture	Willy, Shuji, Gerson, <u>Rosana</u>	Nagasawa	3	3	
	14) Robot making	Willy, <u>Cleila</u>	Nagasawa	3	3	
"QC & Mgt " 2. OJT	1) QCOV	Torres, Willy, Shuji	Nagasawa	4	4	Procedures, Manuals, Proposals, Presentation Material made by Client companies under IBQP-PR's guidance, Manuals
	2) LNP	Torres, Willy, Shuji, Gerson	Nagasawa	4	4	
	3) PST	Torres, Willy, Shuji, Gerson, <u>Rosana</u>	Aso/Nagasawa	4	4	
	5) TQM	Torres, Willy, Shuji, Gerson, <u>Rosana</u>	Tamura/Nagasawa	4	4	
	6) SGA	Torres, Willy, Shuji, Gerson, <u>Rosana</u>	Amano/Nagasawa	4	4	

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
 Underlined names are C/Ps who left IBQP

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

	Activities	C/P	Person in charge Japanese side	Target	Current Status	Result (Products)
1. Knowledge Transfer (*common items for all the C/Ps)	1) Basics of Productivity *	Willy	Wada	2	2	Teaching Materials, Lecture record
	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	3	3	
	13) Cost Management	Willy	Mitsumori	2	2	
	14) Improvement at Working Place	Willy	Asou	3	3	
	15) Roles of Consultant	Willy	Mitsumori	3	3	
	16) Management Consulting Method	Willy	Mitsumori/STE	3	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, <u>Piva</u> (By Willy*, Gislene)	Mitsumori	3	3	Training plan, lecture material
	20) Production cost accounting procedure	Willy, Shuji, Gerson	STE	3	3	Presentation Material
	21) Management Information System	Willy, Shuji, Gerson	STE	3	3	Presentation Material
2. OJT	1) Basic Practice of MC-1st Companies	Willy, Gislene	Mitsumori/STE	3	3	Consulting report & proposal
	2) Basic Practice of MC-2nd Company	Willy, Gislene, Shuji, Gerson	STE/Mitsumori	3	3	Consulting report & proposal
	3) Management Consulting	Willy, Gislene, Shuji, Gerson, Andre	Ito	4	4	Consulting report & proposal

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

Underlined names are C/Ps who left IBQP

ANNEX 23-3

Dep. In charge; Productivity Movement

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

	Activities	C/P	Person in charge Japanese side	Target	Current Status	Result (Products)
 1. Knowledge Transfer (*common items for all the C/P)	1) Basics of Productivity *	Ney, <u>Walter, Marilia</u>	Wada	3	3	Teaching Materials (Texts, Hand-outs), Lecture Records
	2) Productivity movement and management of an enterprise*	Ney, <u>Walter, Marilia</u>	Wada	3	3	
	3) Productivity movement and labor-management relations*	Ney, <u>Walter, Marilia</u>	Wada	3	3	
	4) Productivity and gain sharing*	Ney, <u>Walter, Marilia</u>	Wada	3	3	
	5) Promotion of productivity movement and its schemes*	Ney, <u>Walter, Marilia</u>	Wada	3	3	
	6) Role of productivity organizations and its activities*	Ney, <u>Walter, Marilia</u>	Wada	3	3	
	7) Introduction to Human Resources Development *	Ney, <u>Walter, Marilia</u>	Wada	3	3	
	8) Introduction to Productivity Promotion	Pires, <u>Adalberto</u>	Wada	3	3	
	9) Promotion of Labor Management	Pires, <u>Adalberto</u>	Wada	3	3	
	10) Labor Management Relations	Kassem, Ney, Pires	STE	3	3	
	11) Labor Management Joint Consultation	Kassem, Ney, Pires	STE	3	3	
2. OJT	1) Planning and implementation of Promotion seminar	Pires, Ney, Torres, Kassem, Simone, MJ, <u>Adalberto, Walter, Piva, Monteiro</u>	Wada	4	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, Simone, <u>Walter</u>	Wada	4	4	Rules and Regulation, Pamphlet, Members list
	3) Liaison Committees (P'ty Forum)	Pires, Ney, <u>Walter, Adalberto</u>	Wada	4	4	Rules and Regulation, Record of Discussion, Implementation Manual (Check List)
	4) Development of the Liaison Committees Result (Sectorial Approach)	Pires, Ney, Kassem, <u>Walter, Adalberto</u>	Wada	4	4	Rules and Regulation, Record of discussion, Implementation Manual, Reports, Members list
	5) Planing and managing the marketing tools development for promotion	Ney, Pires, Simone, <u>Walter, Marilia</u>	Wada	4	4	Booklets, AV Materials, Home Page, Passports, Periodicals, News, Successful cases. Indicator book
	6) Promotion of Labor Management Relations	Kassem, Geraldo (CUT), <u>Cid (DIEESE)</u>	Wada	4	4	Lavor Management Joint Consultation Model (Manual)

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
 Underlined names are C/Ps who left IBQP

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

	Activities	C/P	Person in charge Japanese side	Target	Current Status	Result (Products)
1. Knowledge Transfer (*common items for all the C/Ps)	1) Basics of Productivity *	Tiemi	Wada	3	3	Teaching Materials, Lecture record
	2) Productivity movement and management of an enterprise*	Tiemi	Wada	3	3	
	3) Productivity movement and labor-management relations*	Tiemi	Wada	3	3	
	4) Productivity and gain sharing*	Tiemi	Wada	3	3	
	5) Promotion of productivity movement and its schemes*	Tiemi	Wada	3	3	
	6) Role of productivity organizations and its activities*	Tiemi	Wada	3	3	
	7) Introduction to Human Resources Development *	Tiemi	Wada	3	3	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records, Evaluation sheets
	8) Leveling Knowledge	Tiemi, Gislene Ney, Willy, Walter, José Roberto	Takizawa	3	3	
	9) Capacitation Integral	MJ, Rubens, Tiemi, Alberto, AnaP	Takizawa	-	3	
	10) Box Making	Tiemi, Gênia,	Nagasawa	3	3	
2. OJT	1) PROCAP Project Development	Tiemi, Alberto, <u>Karam L. Marina</u> , <u>Adalberto</u>	Takizawa	4	4	Suggestion plan and IBQP's implementation plan
	2) PROCAP III	Director, Tiemi, Alberto, MJ, Rubens, AnaP	Takizawa	4	4	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records(including VTR) , Evaluation sheets
	3) PROCAP I	Rubens, Tiemi, Alberto, Maria José, AnaP	Takizawa	4	4	Suggestion plan and IBQP's Implementation plan, its schedule, Presentation materials (including OHPs), Reports and records(including VTR) , Evaluation sheets
	4) PROCAP II	Tiemi, Alberto, Maria José, AnaP	Takizawa	4	4	Teaching material (Draft)
	5) General Guidance on IBQP for new comers	Tiemi, Alberto, Ana P	Takizawa	4	4	Suggestion plan and IBQP's Implementation plan, its schedule, teaching materials (including OHPs), Reports and records(including VTR) , Evaluation sheets
	6) Development of Consultant Training Course	Rubens, Tiemi, Alberto, AnaP, Willy, Shuji	STE, Ito	-	3	IBQP's implementation plan, schedule, presented materials, reports and records, evaluation sheets

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
 Underlined names are C/Ps who left IBQP

ANNEX 23 -5

Dep. In charge ; Research & Development

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

	Activities	C/P	Person in charge Japanese side	Target	Current Status	Result (Products)
1. Knowledge Transfer (*common items for all the C/Ps)	1) Basics of Productivity *	Gislene	Wada	2	2	Teaching Materials, Lecture Record
	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 semi macro and macro level productivity indicators	Gislene, Mariano, Kerlyng	STE	3	3	
2. OJT	1) Company practice of micro level p'ty analysis measurement	Gislene	Mitsumori Ito	4	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	Ito	4	4	Consulting report

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

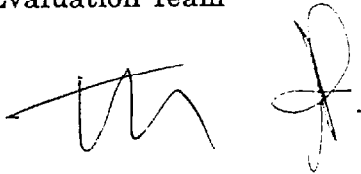
2) OJT : 1. Not yet done 2 Done by Japanese experts 3 Able to carry out with Japanese experts' guidance 4. Able to carry out by themselves

Underlined names are C/Ps who left IBQP

ANNEX 24

List of the Japanese Study Teams Dispatched by JICA

- | | |
|---------------------------------|-------------------------|
| 1. Preliminary Survey Team | (1994/ 3/ 6-1994/ 3/24) |
| 2. Experts Survey Team | (1994/10/23-1994/11/8) |
| 3. Implementation Survey Team | (1995/ 4/10-1995/ 4/23) |
| 4. Consultation Team | (1996/ 6/ 1-1996/ 6/15) |
| 5. Management Consultation Team | (1998/ 7/17-1998/ 7/26) |
| 6. Advisory Team | (1998/12/ 5-1998/12/20) |
| 7. Evaluation Team | (2000/ 3/26-2000/ 4/15) |

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ANNEX 25

Expenses by the Japanese Side

(Unit: Thousand Yen)

Japanese Fiscal Year	93	94	95	96	97	98	99	Total
Dispatch of Experts	-	7,180	103,633	163,839	165,269	163,073	168,127	771,121
Acceptance of C/P in Japan	-	1,184	1,199	2,264	3,389	3,149	4,724	15,909
Provision of Machinery and Equipment	-	-	35,842	36,879	1,923	11,391	-	86,035
Dispatch of Study Team	6,921	7,572	1,466	7,420	-	1,309	10,696	35,384

Grand Total: 908,449

Note: Expenses in Japanese Fiscal Year 1999 includes estimate.



ANNEX 26-1 RESULT OF QUESTIONNAIRE SURVEY TO THE FORMER TEMPORARY COUNTERPARTS

1. **ANSWERER:** Questionnaire survey was conducted to the former counterparts during the Latin American Productivity Seminar which was held on January 24-28, 2000. The questionnaire was delivered to all of 12 participants and 9 answers were collected. All of them are working at an organization, either in private or public sector, related anyway to the productivity.

1-1 Organization for which they work at present

Organization	Number of person
Private consulting Company	1
Industrial Federation	2
TECPAR	1
University	1
Quality Program of Bahia	2
SEBRAIMS	1
SENAI	1

1-2 Group for which they mainly worked in IBQP-PR

Group	Number of person
Company Assistance	7
Productivity Promotion	2
total	9

1-3 Experience of consultant/lecturer on quality and productivity

Experience	Number of person
Consultant	7
Lecturer	7
No (managerial post)	2

1-4 Main theme of consultation and lecture (examples)

consulting:

Theme	Number of person
Management as a whole	6
Productivity improvement	1
Production management	2
Quality control	5
Financial management	1

lecture(examples)

ISO system, Quality indicator, Statistical process control, Management process, Innovation facilitator, Business modeling, Toyota system, Motivation and quality concept etc.



2. Transferred technology

2-1 Whether the transferred technology is useful in their jobs

Yes	No
9	0

Reason of the above reply (example)

- At present job, I could practice all the knowledge transferred by Japanese.
- Mainly the experience presented by Japanese experts.
- Specially the issues related to cultural and historic characteristics of Japan's productivity movement by the experts
- Experience with different point of view about management consulting and operational consulting.
- Besides of having understood the context in which Japan started Q&P movement, I could acquire knowledge on productivity improvement as well as measuring system (added value) which have been very useful in my activities of company assistance.
- In my activities related to consulting and training and in conception of some specific projects

2-2 Usefulness of training material

Excellent	Good	Fair	Unsatisfactory
0	5	3	1

3. Quality and productivity improvement in Brazil

3-1 Difficulty on their activities related to quality and productivity (some examples)

- The unfair distribution of gains and the lack of cooperation among the people concerned, such as government, businessmen and workers.
- Brazil is quite a complex country and power relations among actors is the main issue, either in the macro and micro levels.
- Brazilian policy on social, economic (industrial and technology). Behavior of all Brazilian society, mostly on top management level.
- Big size of the country (big differences of educational level, capacities, economic progress among regions). The concentration of capital. The educational situation (in northwest region almost 40% of employees of small enterprises are almost illiterate).
- To convince owner of small enterprises for the necessity of productivity improvement.

4. Present relation with IBQP-PR

4-1 Relation between IBQP-PR and their organization

Already implemented a cooperation project	0
Agreed for cooperation but not realized yet	1
Information exchange	0
Not much contact so far	8

4-2 Evaluation on the present activities of IBQP-PR

Excellent	0
Good	3
Fair	2
Unsatisfactory	2
I don't know	2

Reason of the above evaluation (noticeable examples)

- IBQP-PR did not establish a portfolio of products yet. The former counterparts were not invited to help in present activity. (Unsatisfactory)
- I don't have a clear picture on IBQP-PR's activities. (I don't know)
- I believe that IBQP is beginning to find its direction-identity. The installation of Latin American Productivity Network is going to help the dissemination of concept of 3 principles of productivity. (Good)

4-4 Expected role of IBQP for promotion of quality productivity movement in Brazil

(Noteworthy opinions)

- Better relation with institutions at state level, closer contact with ex-counterparts and develop practical actions, together with nation wide discussion of concepts of Q&P.
- To define the main role To build the productivity network and put in practice To define what kind of product they will offer to society (Brazilian society)
- IBQP-PR must act as an institution providing consultation on critical issues as policies for productivity improvement in public sector and improvement of labor relations. IBQP-PR also must be the supporter for a Parana State quality program.
- To integrate the effort in all Brazil. Decentralization about the theme. To open the door to different approaches and create real forums to develop the knowledge of productivity.
- IBQP-PR should be a place (in a broad sense) where people and organization could gather and develop joint initiatives.
- To clarify the relation with IBQP-NA.
- Network is a good idea but must include the IBQP-NA network already established and including 14 states and 4 meetings performed already (Forum of State Program of Quality).
- To develop a linkage with state organization. To develop seminars to expose international experiences. To develop studies which subsidize macro-economic studies related to Q&P.
- IBQP-PR needs to diffuse more its activities in other states. Needs to keep contact more frequently and deeply for a close relations.

ANNEX 26-2 RESULT OF QUESTIONNIRE SURVEY TO COUNTERPARTS

Background of survey:

This survey was carried out by Japanese Evaluation Team, for the purpose of obtaining the comments of counterpart personnel on the achievement of the project purpose as well as their self-examination on the result of their activities which will be used for the evaluation of the Project..

The questionnaire was answered by 15 counterparts. The breakdown by department is as follows:

Department	Number of Answerer
Knowledge Management	4
Technology Application	4
Research and Development	3
Productivity Movement	4

Question and Answer

Q1. Do you think that your technical capability has been improved?

YES	Other Answer*
14	1

* Too short in the institution to judge.

Q2. Are you satisfied with the contents and volume of the implemented training courses, seminars and consultation services?

YES	Other Answer*
12	3

* Should concentrate more in public training courses.

* In my department, it is necessary to improve or develop more training or seminars.

* Intending to reorganize.

Q3. Do you think public relations and promotion activities were sufficiently conducted?

YES	Other Answer*
11	4

* It could be better.

* Not enough.

* Need to improve.

* Now making effort.

- Q4. Do you think that IBQP-PR has attained the project purpose, that is, "IBQP-PR will be able to upgrade and develop the technology and knowledge for productivity improvement"?

YES	Other Answer*
12	4

- * Not now but in future yes.
- * Not yet but in the future it will be possible.
- * We are developing what is possible.
- * Not yet fully prepared.

- Q5. Are you satisfied with the management and operation system of IBQP-PR? Please enumerate points to be improved, if any.

YES	Other Answer*
10	5

- * Too many changes of top management.
- * There is no defined strategy.
- * Not so much. There are many points to improve such as the clear definition of strategy.
- * We need to plan (in short, medium and long term), to integrate the group (IBQP-PR members).
- * The organization needs to work more integrated and all people has to work at all areas.

- Q6. Did you have a good communication with Japanese experts?

YES	Other Answer*
13	2

- * With some of them "yes" but with others "no" probably because of cultural difference.
- * Not with some short term experts could not speak English well.

- Q7. Do you think there were good linkages with external organizations such as information exchanges with private companies?

YES	Other Answer*
12	3

- * These relations have a lot to improve.
- * We need to improve this kind of activity.
- * This is one of things to be improved.

Q8. What kind of change are observed related to quality and productivity improvement in the Brazilian society since IBQP-PR has started its activities?

(Noteworthy opinions)

- * The most important changes observed are awakening of the Brazilian society about the importance of productivity for development. The private companies which worked with IBQP-PR has improved quality and productivity at the strategic and operational level.
- * Companies began to search IBQP-PR looking for Q&P.
- * In some industrial sectors, we could notice that the managers became more conscious of the importance of the productivity improvement.
- * More awareness integration and exchange of information and knowledge among many programs and entities that work with Q&P.

Q9. Do you think the number and quality of Japanese experts and timing of dispatch were appropriate?

YES	Other Answer*
12	3

- * Some experts brought some knowledge that was known for us but this occurred because of misunderstanding by both sides in the beginning.
- * The better distribution of experts could have been done. for example, putting more emphasis to LMJC/LMR.
- * Some short term experts could have stayed longer.

Q10. Do you think building, facilities and equipment were appropriately and timely provided?

YES	Other Answer*
12	1

- * We need more equipment. Actual equipment are not sufficient for our activities.
- * Inter-net connection could be improved.
- * We have to improve inter-net access and quality of computers.

Q11. (Question to only those who participated in training in Japan) Are you satisfied with the training in Japan in term of contents, duration and timing?

YES	Other Answer*
10	2

- * It could be more effective if they have another small opportunity to visit other NPO.
- * Contents are too much general. It will be better if the topics become more concentrated and make it more specialized. General things could be learnt here in Brazil.

Q12. Do you think the budget for implementing the Project was sufficiently secured?

YES	Other Answer*
5	10

- * No reply or replied that they can not answer. (9)
- * This is one of uncertain factors that makes the development of activity difficult.

Q. 13 Please enumerate factors which you think contributed to/inhibited the project activities.

(Noticeable factors pointed out)

factors contributed:

- * integration of Japanese experts and Brazilian counterparts
- * financial aid
- * quality of technical and directive part
- * dedication of Japanese experts
- * Brazilian macro economic situation that require productivity improvement of companies

factors inhibited:

- * frequent changes of the top management
- * misunderstanding on the objective the project in the adaptation period.
- * lack of clear strategy
- * uncertainty of financing and future technical cooperation with Japan
- * lack of cooperation between departments
- * two IBQP working without integration
- * no strong participation of Japanese side in definition of policies and strategy of activities

Q14. How significant is the productivity improvement for Brazil? Do you think the technology that you acquired is the most effective for the productivity improvement in Brazil?

(noteworthy opinions)

- * The productivity improvement is the most important issue for sustainable development and IBQP-PR has a important mission.
- * The productivity model will be framework of Brazilian society.
- * The productivity improvement is of fundamental importance not only in economic aspect but also in social aspect.

- * All the technology acquired is applicable and very important for the productivity improvement in Brazil.

Q15. Do you think that you will be able to continue the activities in IBQP-PR by yourself even after the Japanese cooperation terminates?

YES	Other Answer*
9	6

- * Continuous Japanese cooperation will be very important.
- * Japanese experience and support from Japan are the "key" in this project.
- * Japan's help is fundamental.
- * We cannot expect that we can reach the goal in short time without Japanese cooperation.
- * We are just in beginning because a project like this must be developed for long term view.
- * I don't know.

Q16. Is it possible to maintain and repair the existing equipment and to procure locally spare parts?

YES	Other Answer*
11	4

- * I cannot answer this question. (4)

Q17. What is your opinion on technical level and teaching method of Japanese experts?

(noticeable opinions)

- * The teaching method is very different but technical method is very good.
- * I was surprised that some of them don't speak English, the teaching method needs to be improved. Few experts had teaching method. The technical method is good. All of them have knowledge more than fair enough.
- * Very good as far as I am related to.
- * Technical level is good. Teaching method is medium.
- * Japanese experts have a high technical level and a very good teaching method.
- * Technical level is good. As for teaching method, someone need improvement.
- * It was adequate to our necessity. They could balance knowledge and necessity.

Q18. In what manner do you want to develop your specialty after the cooperation period?

(noteworthy opinions)

- * Applying the technology transferred and studying more.

- * To exchange and integrate knowledge with other department.
- * To work according to methodology that I learnt in the project.
- * To continue having good relationship with universities and companies.
- * Through researching and studying productivity in other countries.
- * To continue the activities to acquire more knowledge on how-to-measure and how-to-improve productivity.
- * Participation in workshops, seminars, training courses etc.

Q19. What do you think are problems to be settled for developing further the result of the activities after the cooperation period. in order to achieve the overall goal of the project?

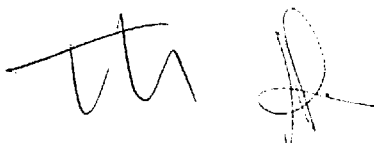
(noticeable opinions)

- * The problem is the cultural diversity and extension of Brazil.
- * Lack of education and information.
- * The existing model of the labor and management relation.
- * Enterprise owner's mind.

Q20. Please write freely about the evaluation of the Project, issues to be settled, learned lessons, etc.

(noticeable comments)

- * This project was very good, but it could be better. To be better, the Japanese side had to participate more deeply in the elaboration of the policy and strategy of IBQP-PR.
- * I missed the first stage of the project, but fortunately I could learn the techniques from the permanent counterparts and Japanese experts. I think I could learn many new concepts of Q&P and we are applying these in Brazilian companies with success. Therefore, I evaluate the project is successful, we still need to learn more from Japanese team.
- * This project had a important participation to improve productivity and quality in Brazil, at least in Parana State. We have a very hard job now that is to disseminate quality and productivity in our country which is very big and does not have a good education basis. Brazilian society is not prepared yet for this but we will start up and improve this situation. I improved myself together with this project. I had the opportunity to know very nice people and very good methodologies.
- * I have been working at IBQP-PR since last year. So I didn't participate the first lectures. But I had opportunity to learn a lot from Japanese experts. I also learned Japanese culture and language from Japanese experts in Japanese class. I think the Brazilian technicians learned many things such as several methodologies applicable to work, discipline and especially the technologies of productivity.
- * What I observed was the increase of the activities, discussions, promotion and dissemination



of the productivity concept developed by the project in order to the productivity a Brazilian society issue. We ran very fast, in a proper way in being the Brazilian Productivity Organization for Brazil and a reference for Latin America.

- * The cooperation project is the base for the development of our country. The chance that Japan gave to Brazil is a great help to take our country off the poverty and to increase the income.

Handwritten signature and initials. The signature is a stylized, cursive 'M' followed by a vertical line. The initials are a stylized 'D' with a vertical line through it.

ANNEX 27 Cooperation Projects with SEBRAE-NA, Parana State, Curitiba City

INSTITUTION	NAME OF PROJECT	DURATION	CONTENTS
Curitiba City	SME – Secretaria Municipal de Educação	02 years June, 98 – June, 2000	Providing technical assistance for Education Secretary. Evaluation, fiscalization and inspection of building maintenance of all the public schools of Curitiba.
Curitiba City	URBS- Urbanização de Curitiba S/A	02 years October, 98 – October, 2000	Consulting, training, implantation of Quality System Control and ISO 9000 Certification.
Paraná State	SETI – Secretaria de Estado da Ciência, Tecnologia e Ensino Superior	05 years May, 2000 – May, 2005	SETI is realizing "Global Entrepreneurship Monitor Project" with London Buisiness School (UK) and Babson College (USA), the research project on complex relation between entrepreneurship and sustainable socio-economic development.
SEBRAE-NA	Formal partners of the IBQP project Project: PROCAP	Jun, 98- Jun, 2000	National Capacitation Program for Productivity Agents

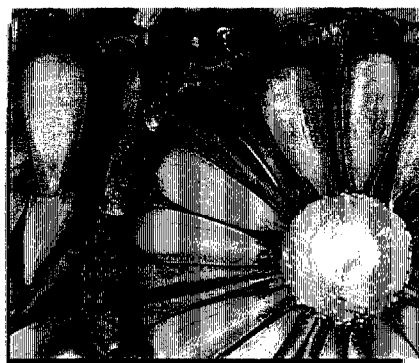
5 IPS IX (International Productivity Symposium IX) パンフレット



VEJA PORQUE O IX IPS JÁ ESTÁ SENDO CONSIDERADO UM DOS MAIS IMPORTANTES EVENTOS DA ATUALIDADE

SEE WHY IPS IX IS ALREADY BEING CONSIDERED
ONE OF THE MOST IMPORTANT EVENTS IN CURRENT TIMES

Estamos vivendo um momento único em toda a história da humanidade. O mundo prepara o advento de uma comunidade planetária, sem fronteiras, unida pelos avanços tecnológicos, pelo conhecimento e pela própria velocidade do processo da globalização. Neste ambiente, aproximam-se as economias, culturas e sociedades, gerando mudanças de grande impacto sobre as relações familiares, sociais, educacionais, empresariais e governamentais. E é justamente a produtividade, ferramenta capaz de orientar os novos rumos destas mudanças, que estará sendo analisada, em profundidade, durante o IX IPS.

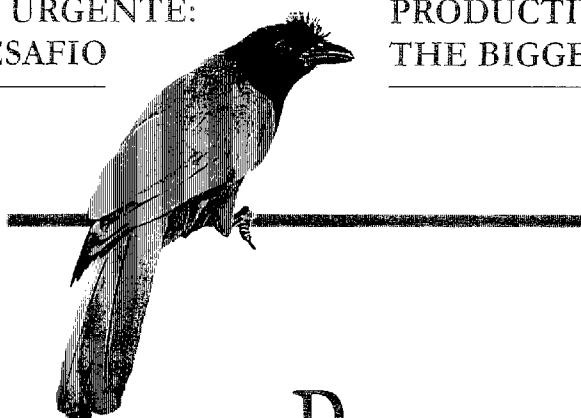


We are living through a unique moment in the history of mankind. The world is preparing for the advent of a planetary community, without borders, brought together by technological advances, by knowledge and by the very speed of the process of globalization itself. Within this environment, economies, cultures and societies come closer, generating high impact changes on social, educational, entrepreneurial, governmental and family relations. And it is exactly productivity, the tool capable of guiding the new paths for these changes, that will be examined in depth during IPS IX.

PRODUTIVIDADE URGENTE: O MAIOR DESAFIO

Revelar o verdadeiro significado do que é ser produtivo e, principalmente, transformar o discurso em realidade, propondo meios eficazes de tornar mais produtivas as empresas e instituições: este é o maior desafio.

- Otimizar a utilização de recursos materiais e naturais, agregando valor a produtos e serviços, para gerar riqueza e desenvolvimento
- Assegurar o aumento das oportunidades de trabalho, melhorando o desempenho de cada indivíduo e a distribuição dos resultados obtidos, reduzindo a pobreza e conduzindo a uma sociedade mais justa
- Em última análise, conquistar o desenvolvimento sustentável e uma melhor qualidade de vida para todos os povos. Como se vê, investir em produtividade significa



empreender uma mudança cultural, que implica em ações estratégicas e no investimento em uma nova dinâmica nas relações entre gestão e trabalho. Neste contexto, cada um de nós será um agente de transformação, responsável pela proposição de modelos e tecnologias que proporcionem o crescimento com bem-estar.

PRODUCTIVITY URGENT: THE BIGGEST CHALLENGE

Reveal the true meaning of what it means to be productive, and specially, transform discourse in reality, proposing effective ways of making companies and institutions more productive: this is the biggest challenge.

- Optimize the use of materials and natural resources, adding value to products and services, in order to generate wealth and development
- Assure the increase in

job opportunities, improving each individual's performance and the distribution of the results obtained, reducing poverty levels and leading to a fairer society

- In final analysis, achieve sustainable development and a better quality of life for everyone.

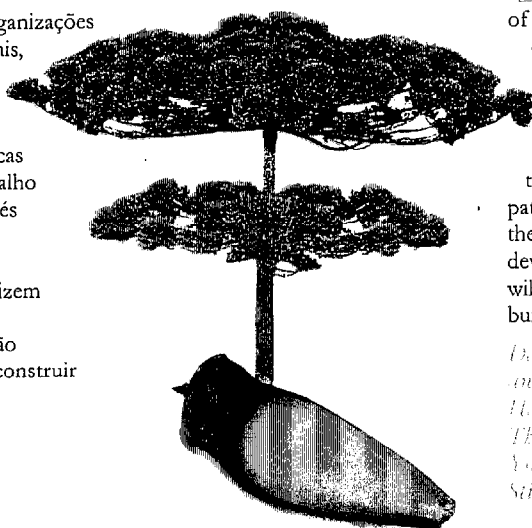
As it can be seen, investing in productivity means undertaking a cultural change, which implies in strategic actions and investing in a new dynamic in the relations between labor and capital. Within this context, each one of us will be an agent of transformation, responsible for proposing new models and technologies for growth with well-being.

PARTICIPANTES DE TODO O MUNDO SERÃO OS AGENTES DA TRANSFORMAÇÃO

PARTICIPANTS FROM THE WHOLE WORLD WILL BE THE AGENTS OF TRANSFORMATION

Cientistas, empresários, representantes de entidades de classe, do saber acadêmico, de organizações governamentais e não-governamentais, especialistas reconhecidos internacionalmente, estarão reunidos durante o IX IPS para compartilhar conhecimentos e técnicas de vanguarda sobre como gerar trabalho e renda, mantendo a sociedade através da produtividade. A partir daí serão delineados novos rumos para que as nações ao redor do mundo se mobilizem pelo desenvolvimento sustentável. Esta é a oportunidade. Estaremos não só testemunhando, mas ajudando a construir um novo renascimento.

*David Landes, Hajime Karatsu e
Amory Lovins
Já Confirmaram
Sua Presença.
Falta Você*



Scientists, entrepreneurs, representatives of class entities, of academic knowledge, of government and non-governmental organizations, specialists of international renown, will be gathered together at IPS IX to share knowledge and spearhead techniques on how to generate work and income, maintaining society through productivity. From there, new paths will be outlined for nations around the world to mobilize for sustainable development. This is the opportunity. We will not be only witnessing, but helping to build a new rebirth.

*David Landes, Hajime Karatsu
and Amory Lovins
Have Already Confirmed
Their Attendance.
Yours Is The Only One
Still Missing*

O TEMÁRIO

THE PROGRAM

Trabalho e Renda: Mantendo a Sociedade Através da Produtividade" será o tema principal do IX *Simpósio Internacional da Produtividade*. Palestras, apresentações de trabalhos, debates, workshops e sessões de treinamento abordarão questões a ele relacionadas, tais como:

- Papel dos Governos no Aumento da Produtividade Nacional
- Papel das Organizações Nacionais na Orientação do Movimento para a Produtividade
- Emprego e Cooperação Gestão/Trabalho
- Produtividade Verde
- Treinamento, Educação e Capacitação para a Produtividade
- Poder de Compra, Ganhos por Produtividade, Participação e Salários
- Criatividade e Oportunidades

de Emprego.

- Medidas de Qualidade e Produtividade
- Políticas Econômicas para Aumento de Renda e Emprego
- Relações Capital/Trabalho e Produtividade
- Preservação Ambiental e Produtividade
- Programas Ambientais e Emprego
- Qualidade de Vida no Trabalho e Condições de Trabalho
- Empregabilidade e Produtividade
- Impacto da Tecnologia no Desenvolvimento Social
- Programas de Qualidade e Produtividade e Melhoria na Competitividade.

Work and Revenue: Maintaining Society Through Productivity" will be the major theme for *International Productivity Symposium IX*. Lectures, presentation of papers, debates, workshops and training sessions will touch upon issues such as:

- Role of Governments in Increasing National Productivity
- Role of the National Organizations in Guiding the Movement for Productivity
- Employment and Cooperation Management/Labor
- Green Productivity
- Training, Education and Qualification for Productivity
- Buying Power, Productivity Gains, Participation and Salaries
- Creativity and Job Opportunities

- Measurements in Quality and Productivity
- Economic Policies for the Increase of Income and Jobs
- Labor/Capital Relations and Productivity
- Environmental Preservation and Productivity
- Environmental Programs and Employment
- Quality of Life at Work and Working Conditions
- Employability and Productivity
- Impact of Technology on Social Development
- Programs in Quality and Productivity and Enhancement of Competitiveness.

CURITIBA, CAPITAL MUNDIAL DA PRODUTIVIDADE

CURITIBA, WORLD CAPITAL OF PRODUCTIVITY

Os programas de gestão urbana e gestão ambiental, tais como o modelar sistema de transporte coletivo, a preservação das áreas verdes, a reciclagem dos espaços urbanos e os programas de reaproveitamento do lixo transformaram Curitiba em referência mundial. E entre 22 e 25 de maio, a capital do Paraná se transformará também no foco mundial das discussões a respeito da produtividade.

NO PARANÁ, TERRA DE TODAS AS GENTES

O nome Curitiba se origina de uma palavra indígena, que significa *terra de muito pinhão*. Pinhão é a semente da araucária, árvore símbolo do Paraná, um estado exuberante em natureza e história. Possui litoral rico em biodiversidade, um interior de terras férteis, pujança e diversidade étnica, além de uma infra-estrutura que o coloca como um dos mais bem equipados para o desenvolvimento.

O LOCAL DO SIMPÓSIO

O Centro Integrado dos Empresários e Trabalhadores do Estado do Paraná - CIETEP, construído pela Federação das Indústrias, com suas características arquitetônicas arrojadas, disponibilidade de recursos e tecnologia, constitui o cenário ideal para a realização deste evento.

PRAÇA DA PRODUTIVIDADE

Uma grande praça, especialmente ambientada, dentro dos espaços do CIETEP, permitirá a contínua troca de idéias e experiências, bem como o aprofundamento de conhecimentos entre todos aqueles que trabalham com produtividade.

Programs in urban management and environmental management, such as the remodeling of the public transportation system, the preservation of green areas, recycling of urban spaces and the programs for re-use of garbage have made of Curitiba a world reference. And between May 22nd and 25th, the capital of Paraná will also become the world center for the discussion of productivity issues.

IN PARANÁ, LAND OF ALL PEOPLES

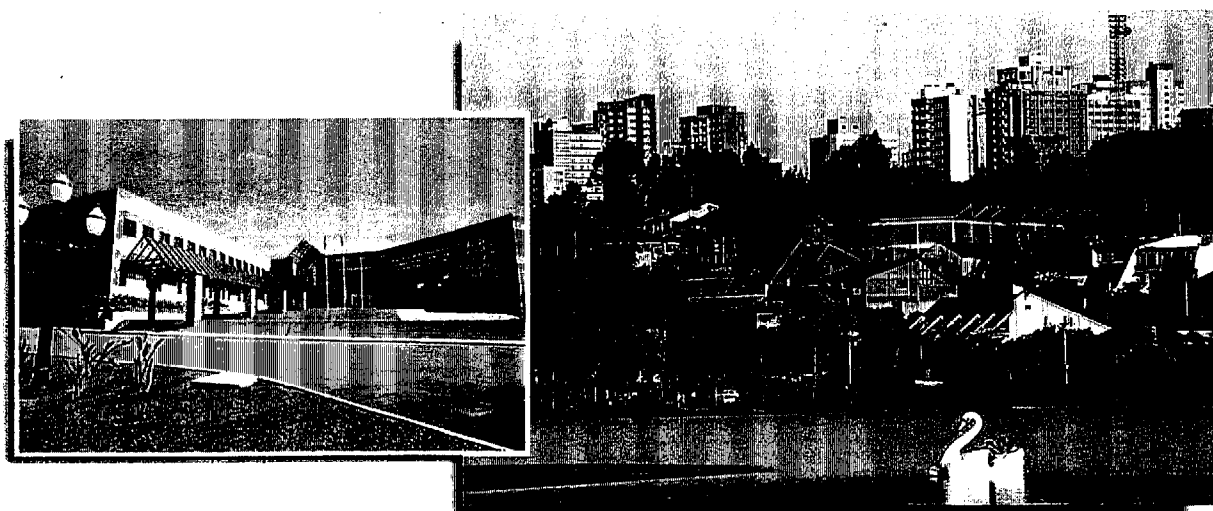
The name Curitiba has its origin in an Indian language word that means *land of much pinhão*. Pinhão is the seed of the araucária pine tree, tree symbol of Paraná, a State of exuberant nature and history. It has a coast that is rich in biodiversity, an interior of fertile land, vigor and ethnic diversity, in addition to a set of infrastructure that places it among the best equipped for development.

SITE OF THE SYMPOSIUM

The Integrated Center for Entrepreneurs and Workers of the State of Paraná - CIETEP - built by the Federation of Industries, with its daring architectural characteristics, availability of resources and technology, is the ideal backdrop for holding this event.

PRODUCTIVITY SQUARE

A large square, specially set within the spaces of the CIETEP, will allow continual exchange of ideas and experiences, as well as to deepen and broaden the scope of all those who work in productivity.



O EXEMPLO DA NATUREZA

THE EXAMPLE OF NATURE

Um ecossistema equilibrado é o melhor exemplo de produtividade. A perfeita interação entre as mais diversas espécies de animais e vegetais, associada às características geográficas e hidrográficas, gera uma cadeia de ações onde cada elemento possui um papel na manutenção da vida e da qualidade do habitat. Florestas com araucárias, um ecossistema único no planeta, que surgiu há 200 milhões de anos, permanecem até hoje nas terras do Sul do Brasil.

A araucária, com seu tronco reto e copa em forma de taça, alimenta uma diversidade enorme de animais através de seus pinhões. E eles ajudam a dispersar tanto as sementes da araucária como as de outras árvores, contribuindo para a perpetuação das espécies.

Por essa razão o IBQP-PR elegeu a pinha, fruto da araucária que contém os pinhões, como referência para o desenvolvimento da marca do IX IPS.

Mesmo porque ela própria representa, com perfeição, em sua forma, a conjugação de esforços de todas as nações em direção aos benefícios da produtividade.



A balanced ecosystem is the best example of productivity.

The perfect interaction among the widely differing plant and animal species, associated to the geographic and hydrographic characteristics, generates a chain of actions where each element has a role to perform in

maintaining life and the quality of the habitat. Forests with the araucária pine tree, a unique ecosystem on the planet, that appeared 200 million years ago, can still be found on the lands of southern Brazil. The araucária pine tree, with its straight trunk and leaf canopy in the shape of champagne glass, feeds a wide variety of animals with its *pinhões*. And these, in their turn, help to spread the seeds of the araucária and those of other trees, contributing to perpetuating the species. For this reason, IBQP-PR has chosen the *pinha*, pine cone of the araucária pine tree, that contains the *pinhões*, as a reference for the development of the logo for IPS IX. Also because its shape, in and of itself, represents the conjugation of the efforts of all nations in the direction of the benefits brought about by productivity.

BOM PASSEIO

GOOD TOURING

Haverá uma Central de Informações, na Praça da Produtividade, no CIETEP, para dar indicações sobre os melhores passeios turísticos. Caso prefira, você também poderá obter orientações antecipadas sobre datas, horários e custos, por e-mail ou telefone, junto à MegaCred Viagens, agência oficial do IX IPS.

PASSEANDO PELA CIDADE

Visita aos principais pontos turísticos de Curitiba: Rua 24 Horas, Jardim Botânico, Ópera de Arame, Universidade Livre do Meio Ambiente, Parque Tanguá, Bosque Alemão, Bosque do Papa, Universidade Federal do Paraná, Teatro Guaíra e Setor Histórico de Curitiba.

NOITE CURITIBANA

Um breve passeio revelando as atrações noturnas da cidade, prosseguindo para o tradicional bairro italiano de Santa Felicidade, para um jantar típico com música ao vivo.

SERRA DO MAR

Traslado do hotel à Rodoferroviária e passeio de Litorina pela Estrada de Ferro

da Graciosa, uma obra de arquitetura fantástica, recortando a Serra do Mar, com magníficas pontes e túneis. Almoço em Morretes, com o tradicional prato *Barreado*. Retorno pela estrada da Graciosa.

ILHA DO MEL

Saída do hotel e viagem pela Estrada da Graciosa em direção à cidade histórica de Morretes. Visita e continuação até Pontal do Paraná. Embarque e travessia para a Ilha do Mel. Almoço. Tempo livre para caminhadas e visitas ao Farol e à Fortaleza. Retorno para Curitiba ao final do dia.

VILA VELHA

Saída do hotel em direção à cidade de Ponta Grossa para visitar o Parque Estadual de Vila Velha, com suas formações de arenito que remontam ao Período Carbonífero. Visita à Lagoa Dourada e Furnas. Retorno para Curitiba ao final do passeio.

There will be an Information Center, at the Productivity Square, at the CIETEP, to give information on the best tours. If you so desire, advance guidance and information can also be obtained on dates, schedule and fees, by e-mail or on the telephone, from MegaCred Viagens, official travel agent for IPS IX.

TOURING THE CITY

Visit to the main tourist attractions in Curitiba: 24 Hours Street, Botanical Gardens, the Wire Opera, the Free University of the Environment, Tanguá Park, the German Woods, the Pope's Woods, the Federal University of Paraná, the Guaíra Theater and the Historic Sector of Curitiba.

CURITIBA BY NIGHT

A brief tour will reveal the city's nighttime attractions, going on to the traditional Italian district of Santa Felicidade, for a typical dinner, with live music.

SERRA DO MAR MOUNTAINS

Transportation from the hotel to the Rodoferroviária (Bus/Rail Terminal)

and ride on the Litorina (special self-propelled wagons) down the Serra da Graciosa Mountains, a fantastic work in engineering and architecture, cutting through the Serra do Mar Mountains, with its magnificent bridges and tunnels. Lunch in Morretes (historic city) with the traditional dish of Paraná - *Barreado*. Return on the Graciosa Road.

ILHA DO MEL ISLAND

Departure from the hotel and trip down the Graciosa Road to the historic city of Morretes. Visit and continuation to Pontal do Paraná. Boarding and crossing to the Island. Lunch. Free period for walks and visits to the Lighthouse and the Fortress. Return to Curitiba at the end of the day.

VILA VELHA

Departure from the hotel for the city of Ponta Grossa to visit the State Park of Vila Velha, with its sandstone formations that date back to the Carboniferous Period. Visit to the *Lagoa Dourada* and *Furnas*. Return to Curitiba at the end of the day.

Os Organizadores/The organizers

IPS
International Productivity Service



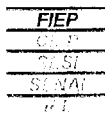
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