

EX-POST EVALUATION REPORT

ON

**BRAZILIAN INSTITUTE OF QUALITY AND PRODUCTIVITY
(IBQP-PR)**

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March, 2004

JICA BRASIL OFFICE

Ms. Rejane Ferreira dos Santos
Consultant.

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| | |
|---|---|
| 1. Project Outline | |
| Country: Brazil. | Project title: Brazilian Institute of Quality and Productivity (IBQP-PR) |
| Sector: Industry. | Cooperation scheme: |
| Division: | Industry and Mining Cooperation and Development Department |
| Period of cooperation | R/D: 04/08/1995 (Extension): N/A (F/U): N/A |
| | Partner countries in the implementation of the organization: IBQP-PR. |
| | Organizational support in Japan: JICA, JPC - Japan Productivity Center. |
| Cooperation Report | Individual Experts-Productivity Promotion . 2000 to 2002/ Management Consulting Technology. 2000 to 2002 TCTP –Productivity Integrated Management. 2001 to 2005. Latin American Productivity Workshop. 2000, 2001 and 2003. |
| 1.1 Project Background: | |
| <p>In June 1990 the Collor administration (March 1990 - September 1992) implemented the Brazilian Program of Quality and Productivity (PBQP), seeking to improve the quality and productivity of the national industry by promoting deregulation, liberalization and the introduction of foreign capital, besides the privatization of public companies. Numerous organizations participated in the program, with projects being developed in each of the 16 participant States.</p> <p>The Brazilian Government next planned to establish Brazilian Institutes of Quality and Productivity (IBQP) in five States, requesting technical cooperation from Japan within this framework.</p> <p>In response to this request, the Japanese Government supported the said program by implementing the project during the period of 06.01.1995 to 05.31.2000.</p> | |
| 1.2 Project Overview: | |
| <p>The goal of this study was to analyze the performance of IBQP-PR (the Institute of Quality and Productivity in Paraná) considering “impact” and “sustainability”.</p> <p>(1) Overall objective – Dissemination to Brazilian society of the IBQP-PR concept and technology to improve productivity.</p> <p>(2) Project objective – Qualification of IBQP-PR concerning technology improvement and development and awareness of increased productivity.</p> | |

(3) Expected results:

- Established administration system for the project.
- Equipment needed for the implementation of the activities in a perfect state of conservation and operation.
- Technical capacity of the counterparts in their respective improved areas.
- Implemented and monitored seminars and trainings.
- Systematically implemented consultancy services.
- Systematically implemented public relations services and promotion of increased productivity.

(4) Investments:

By Japan:

| | | |
|--------------------------|-------------|------------------|
| Long-term experts: (12) | Equipment: | 53,000,000 yens |
| Short-term experts: (22) | Local cost: | 908,000,000 yens |
| Trainees received: (40) | Others: | |

By Brazil:

| | | |
|--------------------|----------------------------|------------------------------|
| Counterparts: (20) | Equipment: 20,000,000 yens | Local cost: 742,000,000 yens |
|--------------------|----------------------------|------------------------------|

2. Staff Evaluation

Team Members: Local consultant (Rejane Ferreira Santos)

Period of evaluation: 01.30.04 to 03.20.04 | Type of evaluation: post-project.

3. Evaluation Results

3.1 Recognition of the activities developed

a) Overall Objective- (Dissemination to Brazilian society of the IBQP-PR concept and technology to improve productivity): reached, in spite of being restricted to Paraná and Santa Catarina in terms of indicators (expansion of IBQP-PR activities its network and increase in the number of beneficiaries' of the IBQP-PR section, social recognition of IBQP-PR).

b) Project Objective (Qualification of IBQP-PR concerning technology improvement and development and awareness of increased productivity): fully reached, as indicated by the numbers obtained in the evaluation study regarding the PDM indicators (an increased number of sectors and beneficiaries of IBQP-PR, degree of satisfaction of the beneficiaries of IBQP-PR activities).

3.2 Summary of evaluation results:

(1). Impact:

Regarding the two basic questions proposed in this project, the first one sought to know if concerning the "impact", the projects developed by IBQP-PR reached the expected results. Data analysis showed that 60.71% of the companies confirmed their degree of satisfaction while only 17.86% showed dissatisfaction.

The conclusion is that IBQP-PR obtained positive results regarding impact.

(2) Sustainability:

Regarding “sustainability” the study sought to establish whether the projects developed by IBQP-PR reached the expected results. The study revealed that 35.71% of the companies studied confirmed their degree of satisfaction while only 7.14% confirmed their degree of dissatisfaction.

The conclusion is that IBQP-PR obtained satisfactory results regarding sustainability.

3.3 Factors that promoted sustainability and impact

The factors listed below doubtless helped reach the objectives proposed in the PDM plan. During the study the clients expressed favorable opinions concerning the services rendered by IBQP-PR. These were registered in percentiles.

Regarding impact, the factors that promoted success were the following:

“effectiveness” (78.57%) – “it sought to establish the opinion of the respondents on the effectiveness of the programs developed and/or implemented by IBQP-PR within the organization”;

“applicability” (57.14%) – “concerning the actual applicability of the programs developed and/or implemented by IBQP-PR in the organization”;

“expectation” (71.43%) – “whether the work carried out by IBQP-PR met the initial expectations of the organization”;

“technical capacity” (64.29%) – regarding the technical capacity of the IBQP-PR staff in proposing solutions to meet the needs of the organization”;

“performance” (71.43%) – whether there was a significant performance improvement in the area where IBQP-PR rendered services”;

degree of satisfaction (60.72%) – it sought to analyze the general results of the variables that measured impact.

We conclude that regarding impact, IBQP-PR had good results. However it is important to note that in the “positive effects” variable (“whether or not there were unexpected positive effects throughout the programs implemented by IBQP-PR in this organization”) the results were unsatisfactory. Even though there was a good acceptance by the clients, the conclusion is that there were no unexpected positive effects from the activities.

The sustainability of IBQP-PR actions is proven by the 71.43% growth in the number of clients between the years of 2002 and 2003, with emphasis on the following criteria:

“communication and public relations” (85,71%) – “regarding the grade that can be attributed to the work relations between this organization and the Brazilian Institute of Quality and Productivity (IBQP-PR)”;

“punctuality” (85,71%) – “whether or not IBQP-PR met the deadlines established for the programs developed and/or implemented”;

“costs” (64,29%) – “regarding the costs presented by IBQP-PR in exchange for the services rendered”;
“technical materials” (61,54%) – “regarding the quality of the technical materials used by the IBQP-PR team in the implementation/development of the programs (when fitting)”.

These percentages make it possible to affirm that the number of clients who declared being satisfied with the activities developed by IBQP increased.

3.4. Factors inhibiting sustainability and impact

The study indicated that no factors were found to inhibit the impact of IBQP activities, however, as detailed in item 3.3, in the variable “positive effects” the degree of satisfaction was of 21.43%, the same as the degree of dissatisfaction, while 57,14% preferred not to give an opinion. The conclusion therefore is that although there were no inhibiting factors, there were no significant positive impacts either.

According to the clients among the factors that inhibited the sustainability of the services rendered by IBQP-PR those that presented the worst results were:

“evaluation” – (“On the systemic evaluation methods of the results of the programs developed and/or implemented by the IBQP-PR in this organization, when fitting” – 21.43%) – (“On the effects verified after the development of the programs by IBQP-PR, in this organization” – 35.71%).

“acceptance” – (“Regarding the acceptance of the programs developed and/or implemented by IBQP-PR by the organization’s affected employees”). Only 35.71% of respondents confirmed this variable;

“communication” – (“Regarding the clarity and effectiveness of the reports presented by IBQP-PR at the end of the services rendered to this organization”). 46.15% of the customers declared to be satisfied with this variable.

The variables show that IBQP-PR needs to implement better monitoring system for its activities as well as improve communication. In spite of being satisfied with the activities carried out by IBQP-PR, the clients did not attribute any positive results to the activity.

4. Conclusion

From the point of view of client satisfaction the study revealed a degree of satisfaction confirmed by 50.24% of the sample surveyed against only 16.51% of declared dissatisfaction in the same group.

The study furthermore showed that, in terms of quality, the services rendered by IBQP-PR have a good acceptance among the companies surveyed. However, the greatest problem that compromises the quality of the services rendered by IBQP-PR lies in the “evaluation” component.

IBQP-PR seems not to possess a methodology to evaluate its own work and provide the necessary feedback to allow it to correct small dysfunctions in future work. IBPQ furthermore needs to consider that even work that meets with considerable success in an organization today will not necessarily be equally successful in the future. The same company may be going through a period in which the organizational climate is less favorable than during the previous works, something that is not unlikely considering the constant fluctuations of the economy as well as the lack of consistency and high labor turnover in the private sector.

Besides, the lack of a self-evaluation methodology makes it impossible or at least more difficult for IBQP-PR to make significant progress between one project and another.

As mentioned in items 3.3, 3.4, the General View of the Project and the Expected Results, the study led us to conclude that:

a) The overall objective was achieved in terms of concept and technology to improve productivity, but the results remained regionally limited to the States of Paraná and Santa Catarina as a result of the planned gradual expansion to the rest of the country. It is important to note that some of the companies surveyed were not aware of the Institute's work, due to the lack of supervision, monitoring or contact following the IBQP activity. We can therefore conclude that the overall objective was only partially achieved.

b) As to the project objective, IBPQ-PR obtained satisfactory results regarding the improvement and development of quality and productivity.

c) Regarding the expected results:

- As to the administration systems of the established project, the study showed that IBQP-PR had satisfactory results. This is because sustainability and impact were considered to be part of the administration system.
- As to the equipment needed for the implementation of the activities, part of it lost its value and became inappropriate for use as a result of technological progress. The rest is in full operation.

- As to IBQP-PR's technical capacity, the client satisfaction survey presented a positive evaluation.
- As to the seminars and trainings implemented by IBQP-PR, the results were satisfactory. However, opportunities for improvement were observed in the monitoring of these activities.
- As to the consultancy services implemented systematically by IBQP-PR, the resulting increase in productivity proved that the results were good. Even so the fact that many clients did not emit an opinion shows that there is still a margin for improvement.
- As to public relations and the promotion of productivity improvement that were systematically implemented by IBQP-PR, the high degree of satisfaction in the companies surveyed shows that the expected results were achieved.

5. Recommendations

Based on the results of the field study and seeking to correct what was found lacking, the following recommendations were presented to IBQP-PR:

- a) IBQP-PR needs to focus more attention in the dissemination of its work within and without the companies it has been acting in. This is because in spite of the high degree of satisfaction (85.71%) in the "communication and public relations" variable, the fact is that ever since the companies were first contacted only the people directly in charge of monitoring the works of IBQP-PR were aware of its action.
- b) Some variables presented results that when analyzed as a group may help to explain why the "positive effects" could only be confirmed by 21.43% of the companies surveyed (in this variable the degree of satisfaction and dissatisfaction were the same). A comparison of the results of the evaluation (satisfied = 21.43%, dissatisfied = 28.57%) and acceptance (satisfied = 35.71%, dissatisfied = 7.14%, no opinion = 57.15%) variables shows the high number of organizations that felt insecure in giving a direct opinion (be it satisfactory or not). This leads us to conclude that there is still a large margin for improvement in communications between IBQP-PR and its customers.

c) IBQP-PR needs to get better organized. This statement results from the fact that although the Institute was requested to deliver a list containing the corporate name, trade name, complete address, up-to-date telephone number and e-mail address of its client companies to the consultancy hired by JICA with considerable notice (02.02.2004), this list was only handed in on 02.10.04, one day after the arrival of the consultant in the city of Curitiba (PR). The list was furthermore incomplete. It included only trade names without mention of addresses or e-mail addresses and, in 10.71% of the cases, without telephone numbers. This percentage may have compromised the statistical significance of the sample. Why an organization as important as IBQP-PR doesn't keep a detailed list of its clients remains a mystery.

d) IBQP-PR needs to develop systematic criteria to evaluate its work with maximum urgency in order to, as Socrates put it, "know thyself". This will allow IBQP-PR to see its pros and cons with greater clarity and correct what is wrong before each new contract. In other words, this is the important path for IBQP-PR to reach the desired level of EXCELLENCE which according to the results of the study there is no doubt that it deserves.

e) Performance evaluations need to take place at regular intervals. Comparing the evolution or involution of specific work elements becomes impossible when time intervals vary between two months and two years. Even things that stay the same can represent different things for the company at different times. A performance evaluation can therefore be defined as a process that seeks to evaluate the results of the work accomplished by the company's employees and the results of the company itself through continuous and systematic monitoring, taking in consideration individual and organized characteristics in order to promote institutional development.

f) It is important to note that even though the "costs" factor was judged to be satisfactory by 64.29% of the companies surveyed, this variable should undergo periodic revision in order to remain as low as possible for the clients. After all, in a nation where economic crises often force organizations to choose their partners according to price rather than quality, reducing the costs of services may contribute towards a significant increase in competitiveness.

6. Lessons Learned

Even though IBQP-PR's work was approved by most of the surveyed companies due to its IMPACT or SUSTAINABILITY, it is important to keep in mind that in order to reach EXCELLENCE it is necessary to aim at "zero dissatisfaction". And for this, self-evaluation or evaluation of the company's own performance is an essential factor.

The few companies that expressed some degree of dissatisfaction with the work developed by IBQP-PR (as a whole or partially) probably did so as a result of the lack of a rigorous self-evaluation system within IBQP-PR. After all, as mentioned previously, what seems perfect in one organization may not have the same effect in another one. In addition, what brings successful results to one company may bring unfavorable results to another company at another time.

Everything is a matter of context. A performance evaluation undertaken by the organizations in which services were rendered is a precious instrument in order for IBQP-PR to adapt to each new context and scenery

This study represents a growth opportunity as much for the evaluator as for the evaluated. By gathering and analyzing data the reality of the institution surfaced. The actions that resulted from the study sought to optimize individual and group work, redirect any deviations, develop potentials and take advantage of the opportunities to improve professional performance, thus contributing towards the growth of individual professionals and of the institution as a whole.

7. Follow-up situations

These don't apply to this consultancy

**EVALUATION REPORT IN THE JAPAN INTERNATIONAL COOPERATION
AGENCY (JICA)**

FOR THE

**BRAZILIAN INSTITUTE OF QUALITY AND PRODUCTIVITY
- PARANÁ (IBQP-PR)**

POST-PROJECT EVALUATION

MARCH 2004

**BRASILIA – CURITIBA
FEDERATIVE REPUBLIC OF BRAZIL**

**Ms. Rejane Ferreira dos Santos.
Consultant.**

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1. INTRODUCTION

1.1 Reason of contact

The goal of this study was to analyze the performance of the Brazilian Institute of Quality and Productivity of the State of Paraná (IBQP-PR) in terms of impact and sustainability. To do so an effort was made to establish contact with the Institute in order to determine its idea of quality and productivity as well as its main clients and the services rendered to them.

The consultancy proposed by the Japan International Cooperation Agency (JICA) sought to analyze IBQP-PR work in order to identify its most marking qualities as well as its most significant dysfunctions in order to propose solutions capable of improving the services rendered by the Institute to the companies of Paraná.

The JICA offices in Brazils will undertake a post-project evaluation in order to gather data for the future implementation of Yesilar projects. The results of this evaluation will be shared with C/P as well as with governmental and non-governmental organizations. The main objective of the JICA consultancy was to identify relevant issues regarding the impact and sustainability of the projects developed by IBQP-PR.

1.2. Timeline

| Date | Proposed Action |
|-------------|---|
| 01/21/04 | JICA proposal delivery |
| 01/30/04 | Contract signing |
| 02/02/04 | The questionnaires are prepared and formatted to be applied at the institutions serviced by IBQP. Inform JICA of Evaluation Grid. |
| 02/10/04 | Selection of Institutions serviced by IBQP. |
| 02/10/04 | Contact with the institutions serviced by IBQP by telephone, e-mail or fax. |
| 02/11-14/04 | In loco visits to the institutions, reading of files, data gathering and analysis of documents. |
| 02/14-25/04 | New effort to contact institutions that did not respond to first contact. |
| 02/14-25/04 | Questionnaires are sent to institutions that responded to second contact. |
| 02/25-27/04 | Questionnaires begin to be requested from those companies who have not yet turned them in. |
| 02/27/04 | Final date to receive questionnaires, files, documents and data of the institutions that could not hand them in personally. |
| 02/11/04 | The information in the questionnaires begins to be compiled. |
| 02/28/04 | End of data compilation and formulation of Provisional Evaluation. |
| 03/08/04 | Provisional evaluation and summary are handed in to JICA in English and Portuguese. |
| 03/15/04 | Final evaluation and final report begin to be prepared. |
| 03/20/04 | Final evaluation and report are handed in to JICA in English and Portuguese. |

2. EVALUATION METHODOLOGY

2.1. Evaluation Method

In order to evaluate the work done by IBQP-PR the companies to which the Institute rendered services in 2002 and 2003 (see annex 10.5.1 and 10.5.2) were the object of a direct field study.

To do so a questionnaire was drawn-up that was approved both by JICA in the person of Mr. Kazuaki Komazawa and by IBQP-PR, in the person of Mr. Fulgêncio Torres Viruel.

Concerning the evaluation criteria, the questionnaire was divided in questions analyzing the impact and others analyzing the sustainability of the programs offered by IBQP-PR to its client organizations (see annex 10.1.1 and 10.1.2).

The questionnaire including fifteen affirmative, closed, direct questions was based on the Likert scale in which the respondent is given a choice of five answers for each question (very satisfactory, satisfactory, no opinion, unsatisfactory, very unsatisfactory) and marks the option that best reflects his opinion with an "x".

Of these 15 questions (100%), 6 (40%) measured the impact and 9 (60%) the sustainability of IBQP-PR work.

To calculate the results the Yesple percentile method was used in which each question has the same statistic "weight" as the others.

To complement the main questionnaire a second questionnaire was formulated with 6 direct and open questions (see annex 10.2.1), 3 measuring impact and 3 sustainability. The idea was to encourage respondents to give a more detailed explanation of the relationship of his company with IBQP-PR.

2.2 Evaluation Aspects

The companies were chosen for visitation on a random basis. Visits took place with the company's consent following telephone contact with the people who at the time coordinated IBQP-PR work in which an effort was made to expose the importance of the consultancy.

The study used the VIEGAS¹ calculation method in which a sample only has a minimum statistical significance when it represents at least 25% (twenty five percent) of the researched universe. In this case this universe was composed of the 36 organizations serviced by IBQP-PR in 2002 and 2003 (see annex 10.6.1 and 10.6.2).

In order to have a scientific basis the size of the sample was determined according to the formula indicated by VIEGAS² for finite populations (less than 100,000 individuals) considering the following parameters commonly used in social research:

¹ VIEGAS, W. *Fundamentos de metodologia científica*. Brasília: Universidade de Brasília, 1999, p. 142.

² VIEGAS, *Op. Cit.*, p. 142.

- Population size (example): 100 individuals;
- Level of confidence: 95%
- SPLIT (proportion of individuals with the relevant trait [p and q]: 50%. Level of confidence per units of standard deviation)

As a result the standard deviation (σ) to be used is = 2, where N is the size of the population and n is the minimum size of the Sample, in percentages:

$$n = \frac{\sigma^2 \cdot p \cdot q \cdot N}{e^2(N-1) + \sigma^2 \cdot p \cdot q} \therefore n = \frac{2^2 \cdot 50 \cdot 50 \cdot 27}{10^2(27-1) + 2^2 \cdot 50 \cdot 50} \therefore$$

$$n = \frac{270.000}{100 \cdot 26 + 4 \cdot 50 \cdot 50} \therefore n = \frac{270.000}{12.600} = 21,43 \cong 22\%.$$

According to VIEGAS³, the minimum significance is obtained by using at least 22% of the universe. All of the 15 companies visited answered the survey. The sample represented 40.54% of the possible universe, ensuring the necessary minimum statistical significance with a large safety margin thus granting truthfulness and scientific grounds to the study.

2.3 Evaluation Information

- Post-project evaluation reference terms (TOR);
- Part of the PROCAP project (IBQP-PR – SEBRAE);
- PDM (see annex 10.5.1 and 10.5.2);
- Evaluation Grid (see annex 10.4.1 and 10.4.2);
- List of companies and services rendered (see annex 10.6.1 and 10.6.2);
- Questionnaire results.

³ VIEGAS, *Op. Cit.*, p. 143.

3. PROJECT SUMMARY

3.1 Project background and evaluation objectives

In June 1990 the Collor administration (March 1990 - September 1992) implemented the Brazilian Program of Quality and Productivity (IBQP), seeking to improve the quality and productivity of the national industry by promoting deregulation, liberalization and the introduction of foreign capital, besides the privatization of public companies. Several organizations participated in the program, with projects being developed in each of the 16 participant States.

The Brazilian Government next planned to establish Brazilian Institutes of Quality and of Productivity (IBQP) in five States, requesting technical cooperation from Japan within this framework.

Responding to this request the Japanese Government supported the implementation of the program during the period of 06.01.1995 to 05.31.2000.

3.2 Objectives

Overall objective – Dissemination to Brazilian society of the IBQP-PR concept and technology to improve productivity.

Project objective – Qualification of IBQP-PR concerning technology improvement and development and awareness of increased productivity.

3.3 Expected Results

- Established project administration system.
- Equipment needed for the implementation of the activities in a perfect state of conservation and operation.
- Technical capacity of the counterparts in their respective improved areas.
- Implemented and monitored seminars and trainings.
- Systematically implemented consultancy services.
- Systematically implemented public relations services and promotion of increased productivity.

4. EVALUATION RESULTS

4.1 Main Evaluation Point

To identify the relevant issues regarding the project's impact and sustainability during the period of three years following its end, seeking answers to the following questions:

a) Impact

- Up to what point was the objective of disseminating to Brazilian society the IBQP-BR concept and technology to improve productivity achieved since the final evaluation?
- Were there any unexpected positive or negative results?
- What factors contributed towards positive and negative impact?

b) Sustainability

- In what way has the counterpart institution maintained the activities and services implemented by the Project?
- Have the results achieved by the Project been maintained since its end?
- What factors contributed towards or inhibited the Project's sustainability?

4.2 Summary

In this study sustainability was analyzed based on the following variables:

- Communication and public relations;
- Acceptance
- Evaluation
- Technical materials
- Punctuality
- Costs
- Communication
- Monitoring

Impact was analyzed based on the following variables:

- Efficacy
- Positive effects
- Technical capacity
- Applicability
- Expectations
- Performance

4.3 Evaluation Analyses

4.3.1 Impact

The first variable used to measure the impact of the IBQP-PR project was “efficacy”. This sought to establish: “The efficacy of the programs developed and/or implemented by IBQP-PR in this organization”. 71.42% of respondents answered “satisfactory” and another 7.14% answered “very satisfactory”. This shows that the degree of satisfaction in this item is greater than 78% of the companies surveyed (see Annex 10.1.2 – Question 02).

In the “positive effects” item the companies were asked “Whether there were any unexpected positive effects throughout the programs implemented by IBQP-PR in this organization”. 57.14% of respondents expressed no opinion. 21.43% of the rest considered the effects “unsatisfactory”, and an equal 21.43% found the positive effects “satisfactory” (see Annex 10.1.4 – Question 04).

“Technical capacity” was analyzed through the following question: “How do you evaluate IBQP-PR’s technical capacity in proposing solutions capable of meeting the needs of this organization?”. 37.71% of respondents evaluated this item to be “satisfactory”. For 28.57% technical capacity was “very satisfactory”. However, the fact that 28.57% chose not to emit an opinion cannot be denied. At any rate the overall degree of satisfaction of the companies surveyed was of 64.29% (see Annex 10.1.8 – Question 08).

“Applicability” was evaluated through the following question: “How do you evaluate the applicability of the programs developed and/or implemented by IBQP-PR in this organization?”. 42.86% of the companies surveyed considered applicability to be “satisfactory” and 14.29% considered it “very satisfactory”. The degree of satisfaction therefore reached 57.14% with an expressive 28.57% of the companies choosing not to voice an opinion on this subject (see Annex 10.1.10 – Question 10).

“Performance” was evaluated through the following question: “Was there a significant performance improvement in the area to which IBQP-PR rendered services?”. This was the first of the two only questions in which all respondents gave favorable or unfavorable opinions. The degree of satisfaction was of 71.43% while the degree of dissatisfaction was of 28.57% (see Annex 10.1.14 – Question 14).

The last variable used to measure impact was “expectations”. This was investigated through the following question: “Did the work developed by IBQP-PR meet the organization’s initial expectations”. This was the second of the only two questions that resulted in favorable or unfavorable opinions by all respondents. Once again the degree of satisfaction was of 71.43% while the degree of dissatisfaction was of 28.57% (see Annex 10.1.15 – Question 15).

4.3.2 Sustainability

The first item used to measure the sustainability of the IBQP-PR project was “communication and public relations”. The question used to measure this was: “How do you evaluate the working relationship between this organization and the Brazilian Institute of Quality and

Productivity (IBQP-PR)?" 57.14% answered "satisfactory" and 28.57% answered "very satisfactory", meaning that 85% of the organizations surveyed were satisfied (see Annex 10.1.1 – Question 01).

"Acceptance" of IBQP-PR work was evaluated by asking: "How do you evaluate the acceptance of the programs developed and/or implemented by IBQP-PR by this organization's involved employees?" 57.14% of the organizations surveyed declared not to have an opinion on this subject. However 28.57% answered "satisfactory" (see Annex 10.1.3 – Question 03).

"Evaluation" was determined through the following question: "How do you evaluate the systemic evaluation methods of the results of the programs developed and/or implemented by IBQP-PR in this organization, when fitting?" 50% of the organizations surveyed preferred not to voice an opinion. 28.57% considered the evaluation methods "unsatisfactory" while 21.43% considered them "satisfactory" (see Annex 10.1.5 – Question 05).

Also concerning "evaluation" an effort was made to establish the opinion of the companies surveyed "On the effects verified in this organization after the development of the IBQP-PR programs". The survey showed that 57.14% had no opinion on this issue. However, 21.43% considered the effects "satisfactory" and 14.29% "very satisfactory", totaling 35.72% (see Annex 10.1.6 – Question 06).

Regarding "IBQP-PR monitoring after the development of the programs, when fitting", the survey revealed an overall negative opinion. 38.46% of respondents had no opinion, 38.46% declared the IBQP-PR monitoring to be "unsatisfactory" and 15.38% considered it "very unsatisfactory" totaling 53.85% (see Annex 10.1.7 – Question 07).

The "technical materials" item was analyzed through the following question: "How do you evaluate the technical materials used by IBQP-PR in the implementation/development of the programs in this organization (when fitting)?" 58.85 of respondents answered "satisfactory" and 7.69% answered "very satisfactory". The degree of satisfaction therefore reached 61.54% in this item (see Annex 10.1.9 – Question 09).

Sustainability was also measured by determining "punctuality". To do so the following question was asked: "Did IBQP-PR comply with the deadlines established in the timeline presented for the development/implementation of the programs?" 50% of respondents answered "satisfactory" and 35.71% answered "very satisfactory" meaning that 85.71% of the companies were satisfied with this item (see Annex 10.1.11 – Question 11).

The "costs" variable was analyzed through the following question: "How do you evaluate the costs presented by IBQP-PR for the services rendered to this organization?" 64.29% of the companies considered the costs to be "satisfactory" while 21.43% considered them "unsatisfactory" (see Annex 10.1.12 – Question 12).

The variable "communication" was once again used to evaluate the sustainability of the work developed by IBQP-PR. This time the question asked was: "How do you evaluate the clarity and effectiveness of the reports presented by IBQP-PR at the end of the services rendered to this organization?" 46.15% of the companies considered them to be "satisfactory". However,

15.38% considered them “unsatisfactory” and another 7.69% “very unsatisfactory”. It is therefore important to note that besides the organizations that approve IBQP-PR communications, 23.08% of the companies surveyed are not satisfied with this item (see Annex 10.1.13 – Question 13).

It is also important to point out that throughout this study IBQP-PR handed in the equipment list (see Annex 10.10) that justified the 53 million yen funding granted by JICA.

4.3.3 Quality

If we look up the definition of the word quality in the AURÉLIO dictionary we will find that it is “an attribute, natural character, property through which something becomes individual, distinguishing itself from the rest; way of being, essence, nature; excellence; degree of precision, of conformity to a certain standard”. In this sense it is important to note that the terms “individualize”, “excellence”, “precision” and “standard” are the ones most related to administrative matters.

In the specific case of IBQP-PR one can add that the quality of its services, as confirmed in the survey, translates into the degree of satisfaction of its clients.

One of the ways to evaluate the general results of studies evaluated using the LIKERT method is through the global analysis of the answers. It is therefore possible to say that the quality of the services rendered by IBQP-PR is generally high, as 42.51% of the answers were “satisfactory” and 11.59% were “very satisfactory”, adding up to a degree of satisfaction of “54.11%” of the companies surveyed.

Likewise, considering that only 15.46% of the answers were “unsatisfactory” and 2.42% were “very unsatisfactory”, it is possible to say that the degree of dissatisfaction of the companies surveyed was of 17.87%.

According to the companies surveyed the most relevant items for the quality of the services rendered by IBQP-PR are:

- “communication and public relations” (degree of satisfaction = 85.71%)
- “efficacy” (degree of satisfaction = 78.57%)
- “technical capacity” (degree of satisfaction = 64.29%)
- “technical materials” (degree of satisfaction = 61.54%)
- “applicability” (degree of satisfaction = 57.14%)
- “punctuality” (degree of satisfaction = 85.71%)
- “costs” (degree of satisfaction = 64.29%)
- “performance” (degree of satisfaction = 71.43%)
- “expectations” (degree of satisfaction = 71.43%)

The variable that received the least favorable result was “monitoring” (degree of satisfaction = 53.85%).

The variables that can be improved are:

- “acceptance” (degree of satisfaction = 735.71%)
- “positive effects” (degree of satisfaction and degree of dissatisfaction of 21.43%)
- “evaluation” (degree of satisfaction = 28.57%)

4.3.4 Productivity

In order to clarify the type of work developed by IBQP-PR, before we begin to analyze productivity we believe it is essential to present a list of the companies serviced by the Institute together with the types of services rendered. This document supplied by IBQP-PR (see Annex 10.6) shows that 21 companies were serviced in 2002 while in 2003 this number rose to 36 companies.

Unlike quality, productivity is far from being an abstract concept. It is possible to measure it in a much simpler and safer manner. A company that renders services can gauge its productivity in many ways, such as: through the results of the balance sheet expressed in profits and losses; by keeping track of the increase in client volume during a certain period of time; and by keeping check of the services demanded versus the services actually contracted, among others.

From the client list of 2002 and 2003 it is possible to see that from one year to the next there was a 71.43% increase in the number of clients (from 21 clients in 2002 to 36 clients in 2003).

Regarding the first question of the complementary questionnaire: “Considering the efficacy of the services rendered by IBQP-PR, would you hire the Institution again or recommend it to your partners?” 84.62% answered positively.

5. ANALYSIS OF THE COMPLEMENTARY QUESTIONNAIRE

5.1 Impact

The impact of the services rendered by IBQP-PR was additionally analyzed through a second questionnaire (see Annex 10.2) containing three questions. Just like the main questionnaire, this one was answered by those employees of the surveyed company directly involved in supervising the work developed by IBQP-PR (see Annex 10.8).

In the first question related to impact respondents were asked whether, considering the *efficacy of the services rendered by IBQP-PR*, they would hire the Institute again or recommend it to their partners. 84.62% of companies surveyed answered “yes” while 15.38% answered “no”.

Among the arguments presented by the companies that answered “yes” to this first question are the following:

- “Because IBQP-PR professionals showed commitment to the work proposed (PHILIP MORRIS)”;
- “Because IBQP-PR can identify and suggest solutions to the problems of partner institutions thus helping them achieve better results (ADATTARE)”;
- “Because of the attention demonstrated by IBQP-PR professionals (TALENTOS DO PARANÁ/AUDI)”;
- “Because of the level of competence of IBQP-PR professionals (DELPHI)”;
- “Because the original program was adapted to the needs of the company (PEGUFORM)”;
- “Due to the specialized knowledge displayed by IBQP-PR professionals (CEFET-PR)”;
- “Because it met the expectations of the company (MOVIME)”;
- “Because it is reasonably efficient (OCEPAR)”;

Among the arguments presented by the companies that answered “no” are the following:

- “Because I don’t recognize the efficacy of IBQP-PR (NITAPLAST)”;
- “Because my company and IBQP-PR have not been working together long enough for me to judge this (SENAC-PR)”.

The second question for this item evaluated the unexpected positive or negative results of the work developed by IBQP-PR. The survey showed that 30.77% of respondents answered “yes” while 69.23% answered “no”.

Among the arguments presented by the companies that answered “yes” to this second question are the following:

- “There were only negative effects, as the costs increased without achieving any positive effects (NITAPLAST)”;
- “There were positive effects for only 10% of the work developed until that point (SENAC-PR)”;

- “There were positive effects that materialized in the perception of broader actions to be developed by the working groups (CEFET-PR)”;
- “There were positive effects, as we did not imagine the number and variety of proposals to be reformulated and through IBQP-PR we were able to do so (ADATTARE)”;

Among the arguments presented by the company that answered “no” to this second question is the following:

- “Only a small amount of work has been done so far making it impossible to evaluate this item (TALENTOS DO PARANÁ/AUDI)”.

The third question of this item sought to establish what factors contributed significantly towards the rise of positive and negative impacts. This question was answered by only 35.71% of the companies surveyed.

Among the arguments presented by the companies that can be considered “positive factors” are the following:

- “Motivation and defense of the discipline/method (TALENTOS DO PARANÁ/AUDI)”;
- “Participation by the vast majority (SENAC-PR)”;
- “Clarity and basis of the work methodology and information (CEFET-PR)”;
- “The discussion of the problems led to this understanding, something that we consider extremely positive and healthy as it allows for continuous improvement (ADATTARE)”.

Also regarding this third question, among the arguments presented by the companies that can be considered “negative factors” are the following:

- “The courses do not reflect what was initially offered (NITAPLAST)”;
- “There was some resistance (SENAC-PR)”.

To complete this analysis it is important to state that considering the questions used to analyze IMPACT in their totality, the study showed that among the companies surveyed the level of satisfaction with IBQP-PR work was of 60.71% while the level of dissatisfaction was of 17.86%. Seen from this angle it can therefore be considered efficient successful work.

5.2 Sustainability

A second questionnaire with 3 questions (see Annex 10.2), was used to complement the analysis of the “sustainability” of IBQP-PR work. Like the main questionnaire, this one was answered by those employees of the surveyed company directly involved in the supervision of the work developed by IBQP-PR (see Annex 10.8).

The first question of this item sought to establish how the surveyed organization has been maintaining the partnership with IBQP-PR. Among the positive answers are the following:

- “By means of speeches and visits, although the courses have been an exception (TALENTOS DO PARANÁ/AUDI)”;
- “By means of weekly contacts with the IBQP-PR consultant (SENAC-PR)”;
- “Through personal contacts with the consultancy team and through participation in IBQP-PR events (CEFET-PR)”;
- “Through visits to the Institution (ADATTARE)”;
- “Through periodic contact (OCEPAR)”;
- “Through direct contact with the organization’s board of directors (NISSAN)”.

Among the negative answers presented are:

- “Only when requested. There is no IBQP-PR initiative concerning the offer of training (PEGUFORM)”;
- “We currently have no contact (DELPHI)”;
- “We did not develop any work together (PHILIP MORRIS)”.

The second question of this item investigated whether the organization surveyed used the results presented by IBQP-PR as a base for its decisions. Among the answers that can be considered positive are:

- “Yes. There is no doubt that the results are taken in consideration (ADATTARE)”;
- “Yes. New knowledge is connected to the processes of this institution as often as possible (CEFET-PR)”.
- “Yes (PHILIP MORRIS; MOVIME; NISSAN; SENAC-PR; TALENTOS DO PARANÁ / AUDI; OCEPAR)”.

Among the answers that can be considered negative are:

- “No (NITAPLAST)”;
- “Not yet (MABU HOTELS)”.

The third question for this item sought to gather suggestions and observations for the work developed by IBQP-PR. Among the answers presented are:

- “Online client service (ADATTARE)”;
- “Improved support systems (ADATTARE)”;
- “Include DELPHI in the distribution list for IBQP-PR events/trainings calendar (DELPHI)”;
- “IBQP-PR should improve its self-evaluation methods (PLASTIPAR)”;
- “It should follow up on the results of each course to try to improve its work (MOVIME)”;
- “Improve the evaluation methodology (NISSAN)”;
- “Improve the leveling of the instructors (TALENTOS DO PARANÁ/AUDI)”;
- “IBQP-PR should offer even more courses (OCEPAR).”

Once again it is important to note that considering the questions that measured SUSTAINABILITY as a whole, the survey showed that the degree of satisfaction of the

companies surveyed with IBQP-PR work was of 49.59% while dissatisfaction was of 17.89%. Seen from this angle it can therefore also be considered efficient successful work.

6. CONCLUSION

In this section we first have to answer the two basic questions proposed for this study. The first sought to determine whether the projects developed by IBQP-PR reached the expected results. The data showed that regarding “impact”, 60.71% of the companies surveyed were satisfied while 17.86% were not satisfied (see Annex 10.3.16).

The second question sought to determine whether the projects developed by IBQP-PR reached the expected results regarding “sustainability”. The data showed that 35.71% of the companies surveyed confirmed their satisfaction while only 7.14% declared themselves dissatisfied (see Annex 10.7).

The answers above as well as the structure of the variables studied can be better analyzed by referring to Annex 10.5.3.

From the point of view of client satisfaction the survey showed that 50.24% of the companies were satisfied against only 16.51% that were dissatisfied (see Annex 10.7).

The study also showed that in terms of QUALITY, the services rendered by IBQP-PR had a good acceptance among the companies surveyed.

However, it also showed that the greatest problem to compromise the quality of the services rendered by IBQP-PR probably lies in the “evaluation” variable.

IBQP-PR truly does not seem to have a self-evaluation methodology capable of bringing the necessary feedback to allow it to correct small dysfunctions in future work.

This is important because even work that meets with considerable success in an organization will not necessarily be equally successful in the future. The same company may be going through a period in which the organizational climate is less favorable than during the previous works, something that is not unlikely considering the constant fluctuations of the economy as well as the lack of consistency and high labor turnover in the Brazilian private sector.

Besides, the lack of a self-evaluation methodology makes it impossible or at least more difficult for IBQP-PR to make significant progress between one project and another.

Concerning PRODUCTIVITY, the small amount of work developed by IBQP-PR made it impossible to undertake a fair and faithful evaluation of this item.

In spite of the significant increase of 71.43% in the number of clients between 2002 and 2003, the fact that IBQP-PR only supplied the client lists for the last two tributary years makes the data insufficient to correctly evaluate this important item.

It is therefore possible to conclude that the quality of the services rendered by IBQP-PR was confirmed beyond any doubts. However, its productivity and the productivity of those to which the Institute renders services cannot be measured due to the current inexistence of a strict systematic control.

7. RECOMMENDATIONS

Based on the results of the study and seeking to correct the dysfunctions pointed out throughout, we now present the following recommendations to IBQP-PR:

- a) IBQP-PR needs to focus more attention in the dissemination of its work within and without the companies it has been acting in. This is because in spite of the high degree of satisfaction (85.71%) in the “communication and public relations” variable, the fact is that ever since the companies were first contacted only the people directly in charge of monitoring the works of IBQP-PR were aware of its action.
- b) Some variables presented results that when analyzed as a group may help to explain why the “positive effects” could only be confirmed by 21.43% of the companies surveyed (in this variable the degree of satisfaction and dissatisfaction were the same). A comparison of the results of the evaluation (satisfied = 21.43%, dissatisfied = 28.57%) and acceptance (satisfied = 35.71%, dissatisfied = 7.14%, no opinion = 57.15%) variables shows the high number of organizations that felt insecure in giving a direct opinion (be it satisfactory or not). This leads us to conclude that there is still a large margin for improvement in communication between IBQP-PR and its customers.
- c) IBQP-PR needs to get better organized. This statement results from the fact that although the Institute was requested to deliver a list containing the corporate name, trade name, complete address, up-to-date telephone number and e-mail address of its client companies to the consultancy hired by JICA with considerable notice (02.02.2004), this list was only handed in on 02.10.04, one day after the arrival of the consultant in the city of Curitiba (PR). The list was furthermore incomplete. It included only trade names without mention of addresses or e-mail addresses and, in 10.71% of the cases, without telephone numbers. This percentage may have compromised the statistical significance of the sample. Why an organization as important as IBQP-PR doesn't keep a detailed list of its clients remains a mystery.
- d) IBQP-PR needs to develop systematic criteria to evaluate its work with maximum urgency in order to, as Socrates put it, “*know thyself*”. This will allow IBQP-PR to see its pros and cons with greater clarity and correct what is wrong before each new contract. In other words, this is the important path for IBQP-PR to reach the desired level of EXCELLENCE which according to the results of the study there is no doubt that it deserves.
- e) Performance evaluations need to take place at regular intervals. Comparing the evolution or involution of specific work elements becomes impossible when time intervals vary between two months and two years. Even things that stay the same can represent different things for the company at different times. A performance evaluation can therefore be defined as a process that seeks to evaluate the results of the work accomplished by the company's employees and the results of the company itself through continuous and systematic monitoring, taking in consideration individual and organized characteristics in order to promote institutional development.
- f) It is important to note that even though the “costs” factor was judged satisfactory by 64.29% of the companies surveyed, this variable should undergo periodic revision in order to

remain as low as possible for the clients. After all, in a nation where economic crises often force organizations to choose their partners according to price rather than quality, reducing the costs of services may contribute towards a significant increase in competitiveness.

8. LESSONS LEARNED

Even though IBQP-PR's work was approved by most of the surveyed companies due to its IMPACT or SUSTAINABILITY, it is important to keep in mind that in order to reach EXCELLENCE it is necessary to aim at "zero dissatisfaction". And for this, self-evaluation or evaluation of the company's own performance is an essential factor.

The few companies that expressed some degree of dissatisfaction with the work developed by IBQP-PR (as a whole or partially) probably did so as a result of the lack of a rigorous self-evaluation system within IBQP-PR. After all, as mentioned previously, what seems perfect in one organization may not have the same effect in another one. In addition, what brings successful results to one company may bring unfavorable results to another company at another time.

Everything is a matter of context. A performance evaluation undertaken by the organizations in which services were rendered is a precious instrument in order for IBQP-PR to adapt to each new context and scenery

This study represents a growth opportunity as much for the evaluator as for the evaluated. By gathering and analyzing data the reality of the institution surfaced. The actions that resulted from the study sought to optimize individual and group work, redirect any deviations, develop potentials and take advantage of the opportunities to improve professional performance, thus contributing towards the growth of individual professionals and of the institution as a whole.

9. COMPANY BEHAVIOR THROUGHOUT VISITS

In this section we will briefly comment on the behavior of the employees that answered the questionnaires in each company surveyed (see Annex 10.8):

- ADATTARE - Received the consultant politely in his office. Read the questions carefully. Made comments and asked questions when in doubt. Consulted documents and other employees throughout the survey. The questionnaire took 20 minutes to be filled in not counting waiting time. There were no interruptions by third parties.
- AROTUBI – Received the consultant politely in his office. Read the questions carefully. Made comments and asked countless questions when in doubt. Did not consult any documents throughout the survey. Because he was in the middle of an audit he excused himself for not having time to fill in the second questionnaire and left the room. The questionnaire took 10 minutes to be filled in not counting waiting time. There were interruptions by third parties.
- CEFET-PR - Received the consultant politely in his office. Read the questions carefully. Made comments and asked countless questions when in doubt. Consulted documents and other employees throughout the survey. Informed the consultant that he had worked at IBQP-PR in the past. After a waiting period of approximately 120 minutes the questionnaire took around 15 minutes to be filled in. There were no interruptions by third parties.
- DELPHI – Received the consultant politely in his office. Read the questions carefully. Made comments and asked countless questions when in doubt. Consulted documents and other employees throughout the survey. After a waiting period of approximately 30 minutes the questionnaire took around 20 minutes to be filled in. There were no interruptions by third parties.
- MABU HOTELS – Did not wait for the consultant at the hotel in the Industrial City of Curitiba (CIC) at the appointed time, forcing the consultant to go to a downtown mall where he answered the questionnaire without making any comments or questions. After a waiting period of approximately 30 minutes the questionnaire took around 5 minutes to be filled in. There were no interruptions by third parties.
- MOVIME - Received the consultant politely in his office. Read the questions carefully. Did not make any comments or questions. Did not consult any documents or other employees throughout the survey. The questionnaire took 20 minutes to be filled with approximately 60 minutes of waiting time. There were interruptions by third parties.
- NISSAN - Received the consultant politely in his office. Read the questions carefully. Informed that although he was familiar with the work developed by IBQP-PR the best person to answer the survey would be Mr. Watanabe, who was traveling. Made comments and asked a few questions. Did not consult any documents throughout the survey. Finished the visit as it was lunchtime at the company. After a waiting period of approximately 40 minutes the questionnaire took around 10 minutes to be filled in. There were no interruptions by third parties.

- NITAPLAST - Received the consultant politely in his office. Read the questions carefully. Made comments and asked countless questions when in doubt. Consulted documents throughout the survey. Without delays the questionnaire took around 15 minutes to be filled in. There were no interruptions by third parties.
- OCEPAR - Received the consultant politely in his office. Read the questions very carefully. Made comments and asked countless questions when in doubt. Did not consult any documents or other employees throughout the survey. After a waiting period of approximately 20 minutes the questionnaire took around 10 minutes to be filled in. There were interruptions by third parties.
- PEGUFORM - Received the consultant politely in his office. Read the questions carefully. Made comments and asked countless questions when in doubt. Consulted documents and other employees throughout the survey. After a waiting period of approximately 15 minutes the questionnaire took around 15 minutes to be filled in. There were no interruptions by third parties.
- PHILIP MORRIS – Received the consultant in the company’s waiting room. Answered the questionnaire while “squatting”. Made no significant comments. After a waiting time of approximately 30 minutes the questionnaire took around 5 minutes to be filled in. There were no interruptions by third parties.
- PLASTIPAR - Received the consultant politely in his office. Read the questions very carefully. Made comments and asked countless questions when in doubt. Did not consult any documents throughout the survey. Did not pay much attention to the second questionnaire and ended the visit. The questionnaire was completed in approximately 10 minutes without waiting time. There were interruptions by third parties.
- SENAC – PR – Received the consultant in the waiting room of his office. Read the questions carelessly. Did not make any comments or ask any questions. Pointed out the work developed by IBQP-PR in this organization was still at the initial stages and that he could therefore only answer the questions superficially to avoid committing any injustice to the Institute. Did not consult any documents or other employees. After a waiting period of approximately 60 minutes the questionnaire was completed in around 5 minutes. There were no interruptions by third parties.
- TALENTOS DO PARANÁ / AUDI - Received the consultant politely in his office. Read the questions carefully. Made comments and asked countless questions when in doubt. Consulted documents and employees of the Accountancy Department throughout the survey. After a waiting period of approximately 60 minutes the questionnaire took around 20 minutes to be filled in. There were interruptions by third parties.
- URBS – The company employee only acceded to answering the questionnaire by e-mail. He returned the form less than 1/3 completed.

We would like to call attention to the positive attitude of the companies TALENTOS DO

PARANÁ / AUDI, PEGUFORM and DELPHI (all of them members of the so-called PIC DA AUDI) as well as of the company ADATTARE. They were extremely careful and responsible in completing the questionnaires and received the JICA consultant equally well.

10. ATTACHMENTS

10.1. Annex 1 – Main Questionnaire

10.1.1. Main Questionnaire – Questions

| N.º | QUESTIONS | Very satisfactory | satisfactory | No opinion | unsatisfactory | Very unsatisfactory | TOTAL |
|-----|--|-------------------|--------------|------------|----------------|---------------------|-------|
| 1. | How do you evaluate the working relationship between this organization and the IBQP-PR? | | | | | | |
| 2. | How do you evaluate the efficacy of the programs developed and/or implemented by IBQP-PR in this organization? | | | | | | |
| 3. | How do you evaluate the acceptance of the programs developed and/or implemented by IBQP-PR by this organization's involved employees? | | | | | | |
| 4. | Were there any unexpected positive effects throughout the programs implemented by IBQP-PR in this organization? | | | | | | |
| 5. | How do you evaluate the systemic evaluation methods of the results of the programs developed and/or implemented by IBQP-PR in this organization, when fitting? | | | | | | |
| 6. | How do you evaluate the effects verified in this organization after the development of the IBQP-PR programs? | | | | | | |
| 7. | How do you evaluate IBQP-PR monitoring after the development of the programs, when fitting? | | | | | | |
| 8. | How do you evaluate IBQP-PR's technical capacity in proposing solutions that meet the needs of this organization? | | | | | | |
| 9. | How do you evaluate the quality of the technical materials used by the IBQP-PR team in the implementation/development of the programs in this organization (when fitting)? | | | | | | |
| 10. | How do you evaluate the applicability of the programs developed and/or implemented by IBQP-PR in this organization? | | | | | | |
| 11. | Did IBQP-PR comply with the deadlines established in the timeline presented for the development / implementation of the programs? | | | | | | |
| 12. | How do you evaluate the costs presented by IBQP-PR for the services rendered to this organization? | | | | | | |
| 13. | How do you evaluate the clarity and effectiveness of the reports presented by IBQP-PR at the end of the services rendered to this organization? | | | | | | |
| 14. | Was there a significant performance improvement in the area affected by IBQP-PR services? | | | | | | |
| 15. | Did the work developed by IBQP-PR meet the organization's initial expectations? | | | | | | |

10.1.2. Main Questionnaire – Variables and criteria for each question

| QUESTIONS | VARIABLE | CRITERIA |
|--------------|-------------------------------------|----------------|
| Question 1. | Communications and public relations | Sustainability |
| Question 2. | Efficacy | Impact |
| Question 3. | Acceptance | Sustainability |
| Question 4. | Positive effects | Impact |
| Question 5. | Evaluation | Sustainability |
| Question 6. | Evaluation | Sustainability |
| Question 7. | Monitoring | Sustainability |
| Question 8. | Technical capacity | Impact |
| Question 9. | Technical materials | Sustainability |
| Question 10. | Applicability | Impact |
| Question 11. | Punctuality | Sustainability |
| Question 12. | Costs | Sustainability |
| Question 13. | Communication | Sustainability |
| Question 14. | Performance | Impact |
| Question 15. | Expectations | Sustainability |

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.2. Annex 2 – Complementary Questionnaire

10.2.1. Complementary Questionnaire

Impact

1. Considering the efficacy of the services rendered by IBQP-PR would you hire the Institution again and recommend it to your partners?
(a) Yes (b) No
Why? _____.
2. Were any unexpected positive or negative results observed from the work developed by IBQP-PR?
(a) Yes (b) No
Please describe. _____.
3. What factors contributed significantly towards positive and negative impacts?
Please describe. _____.

Sustainability

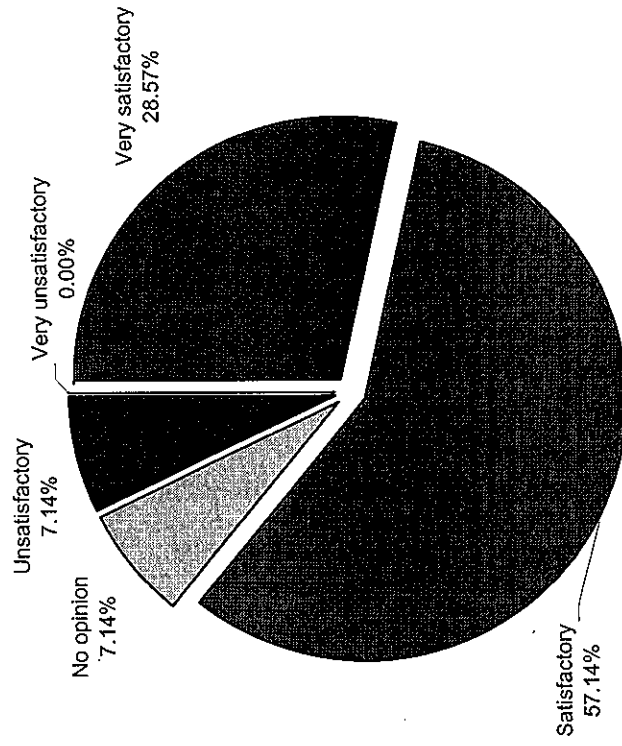
1. How has this organization been maintaining its partnership with IBQP-PR?
2. Does this organization use the results presented by IBQP-PR as a base for its decisions?
3. Do you have any suggestions and observations regarding the work developed and/or implemented by IBQP-PR?
Comments: _____.

10.3. Annex 3 – Degree of Satisfaction of Survey Participants

10.3.1. Main Questionnaire – Question 01

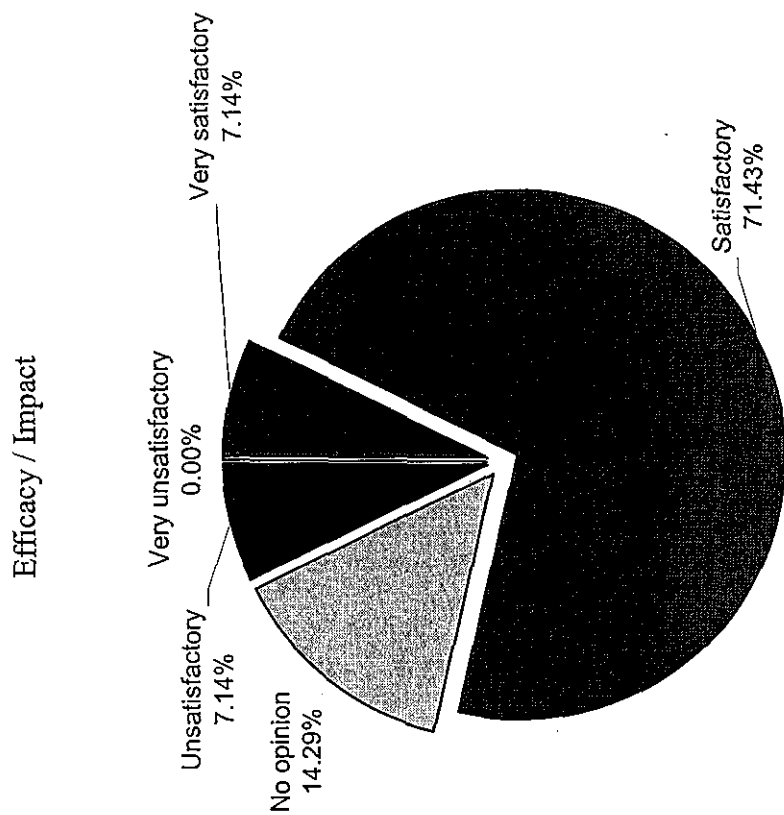
How do you evaluate the working relationship of this organization with the Brazilian Institute of Quality and Productivity (IBQP-PR)?

Communications and public relations / Sustainability



Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.2. Main Questionnaire – Question 02
How do you evaluate the efficacy of the programs developed and/or implemented by IBQP-PR in this organization?

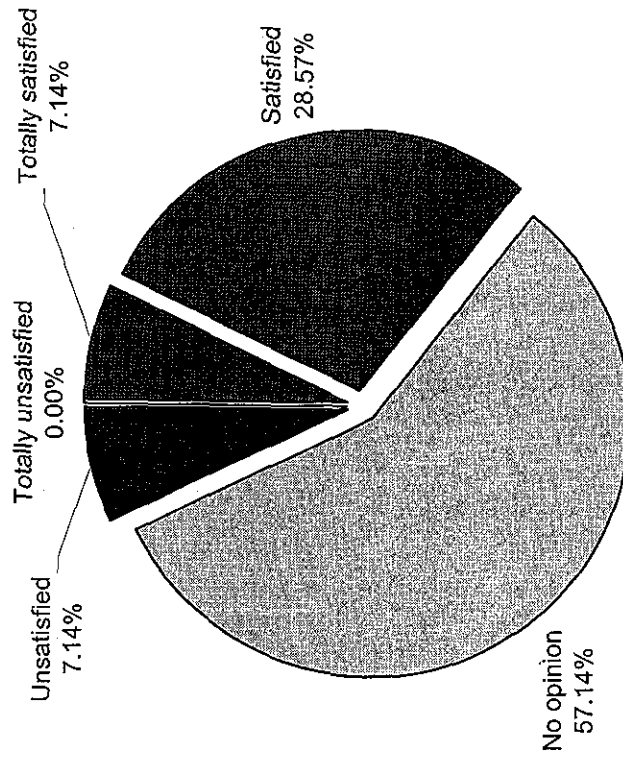


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.3. Main Questionnaire – Question 03

How do you evaluate the acceptance by the employees of this organization affected by the programs developed and/or implemented by IBQP-PR?

Acceptance / Sustainability

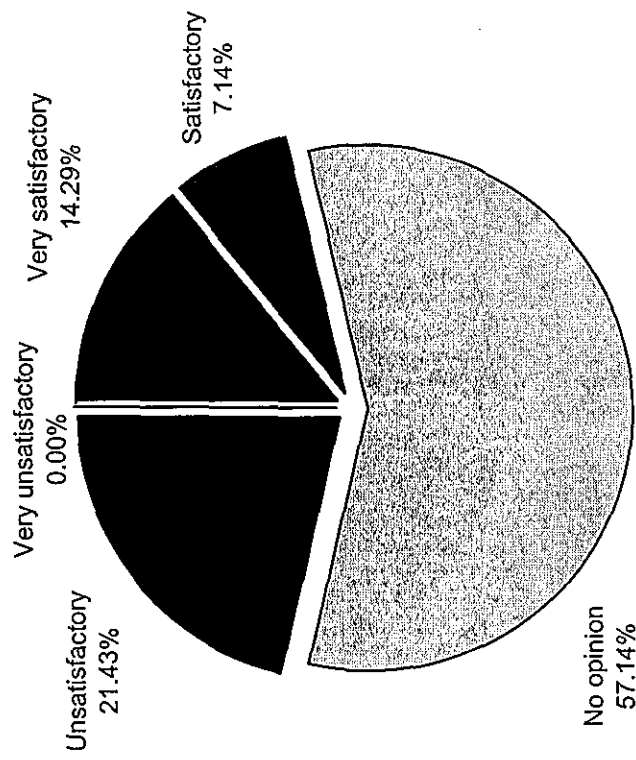


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.4. Main Questionnaire – Question 04

Did you notice any unexpected positive results throughout the programs implemented by IBQP-PR in this organization?

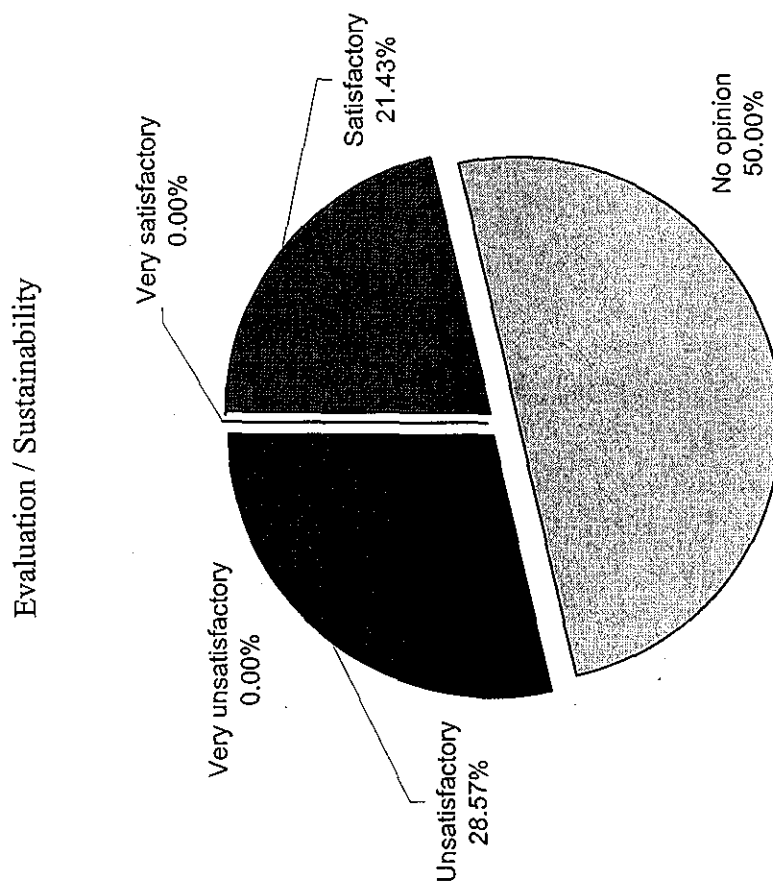
Positive Effects / Impact



Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.5. Main Questionnaire – Question 05

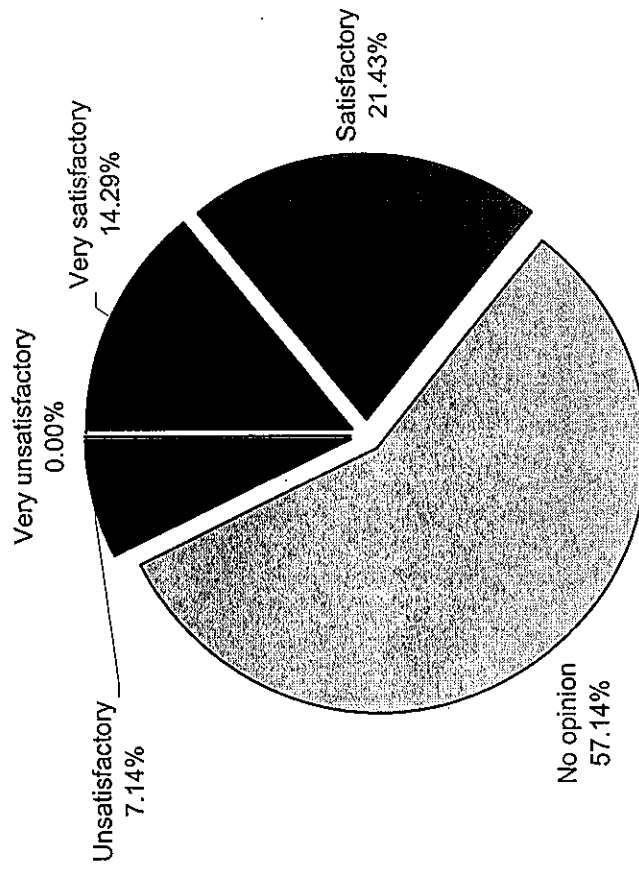
How do you evaluate the systemic evaluation methods of the results of the programs developed/implemented by IBQP-PR in this organization (when fitting)?



Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.6. Main Questionnaire – Question 06
How do you evaluate the effects of the programs developed by IBQP-PR in this organization.

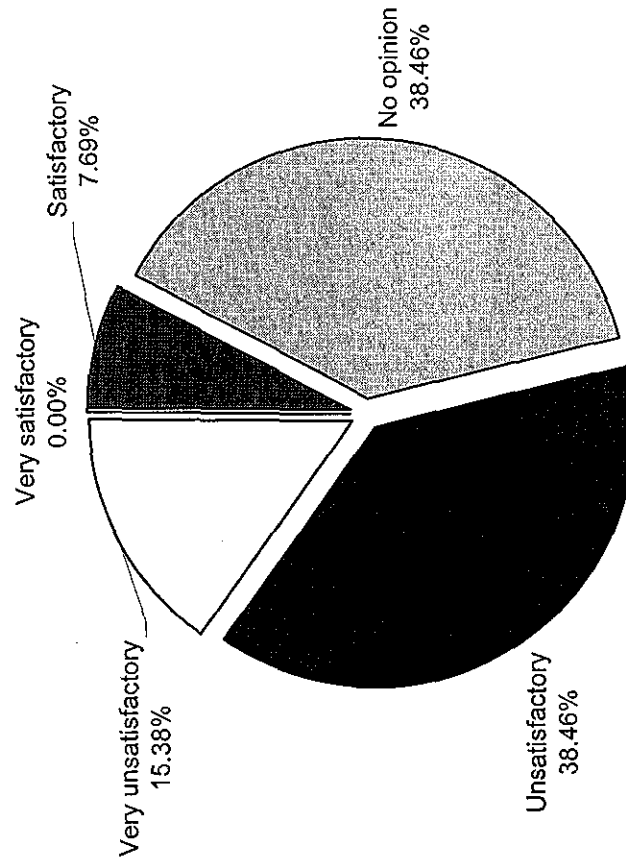
Evaluation / Sustainability



Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.7. Main Questionnaire – Question 07
How do you evaluate IBQP-PR monitoring after the development of the programs in this organization (when fitting)?

Monitoring / Sustainability

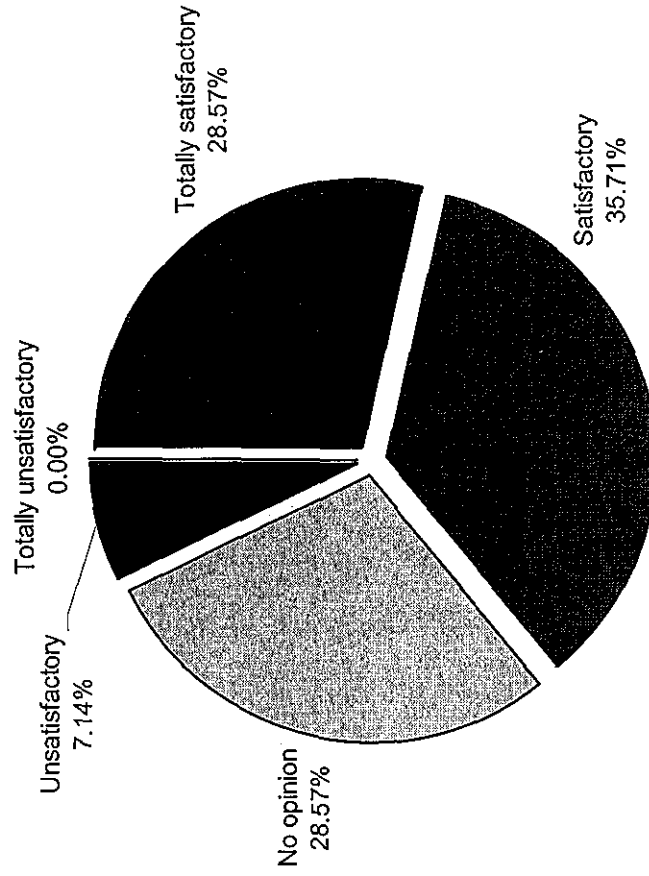


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.8. Main Questionnaire – Question 08

How do you evaluate the technical capacity of the IBQP-PR team in proposing solutions capable of meeting the needs of this organization?

Technical capacity / Impact

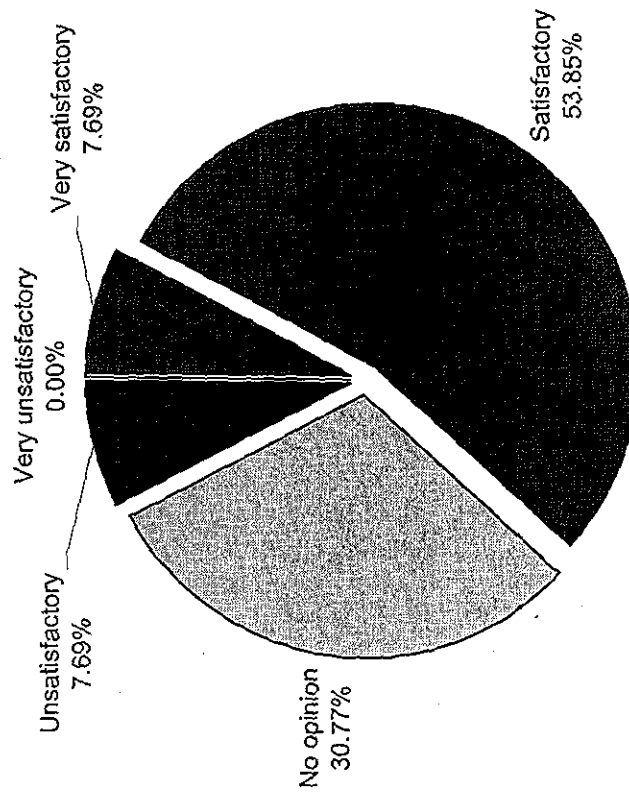


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.9. Main Questionnaire – Question 09

How do you evaluate the technical materials used by IBQP-PR in the implementation/development of programs in this organization (when fitting)?

Technical materials / Sustainability

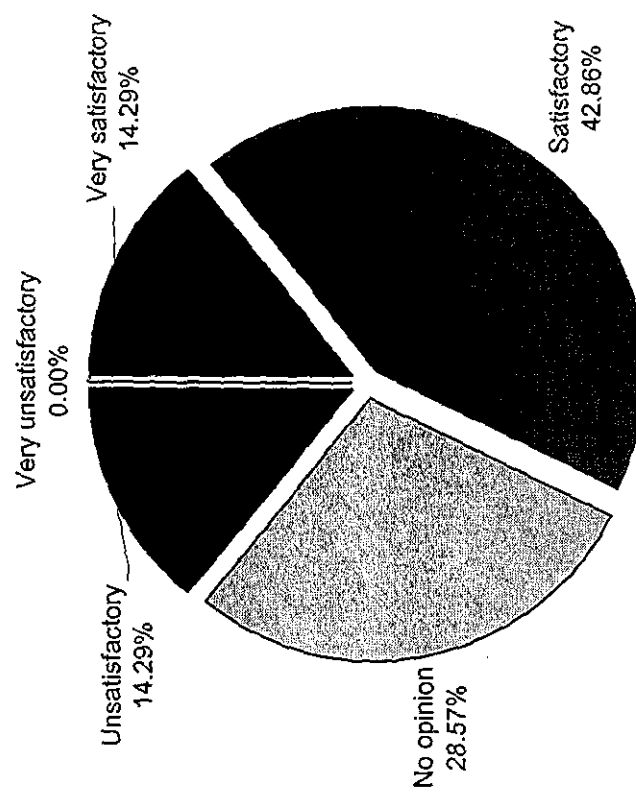


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.10. Main Questionnaire – Question 10

How do you evaluate the actual applicability of the programs developed and/or implemented by IBQP-PR in this organization?

Applicability / Impact

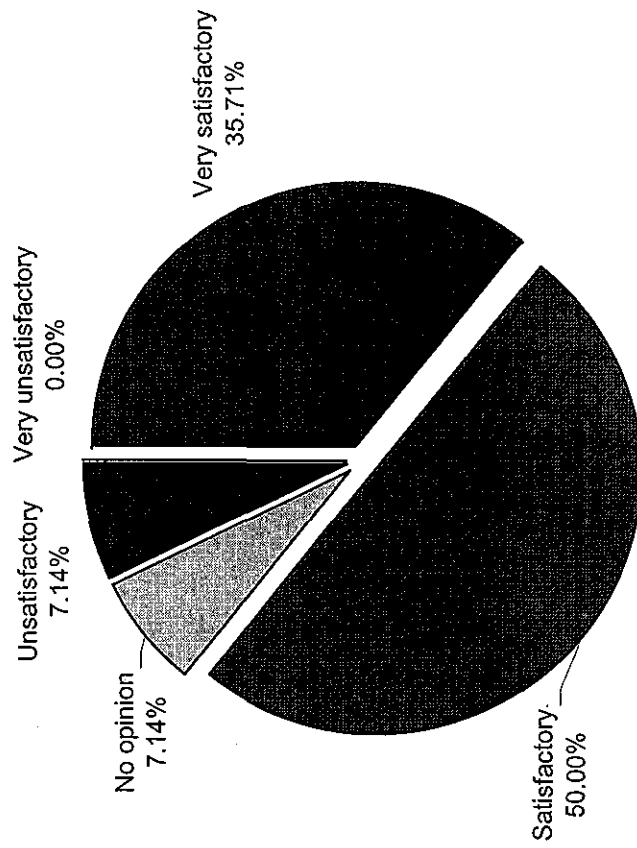


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.11. Main Questionnaire – Question 11

How do you evaluate IBQP-PR's compliance with the deadlines established in the timeline presented for the programs developed and/or implemented?

Punctuality / Sustainability

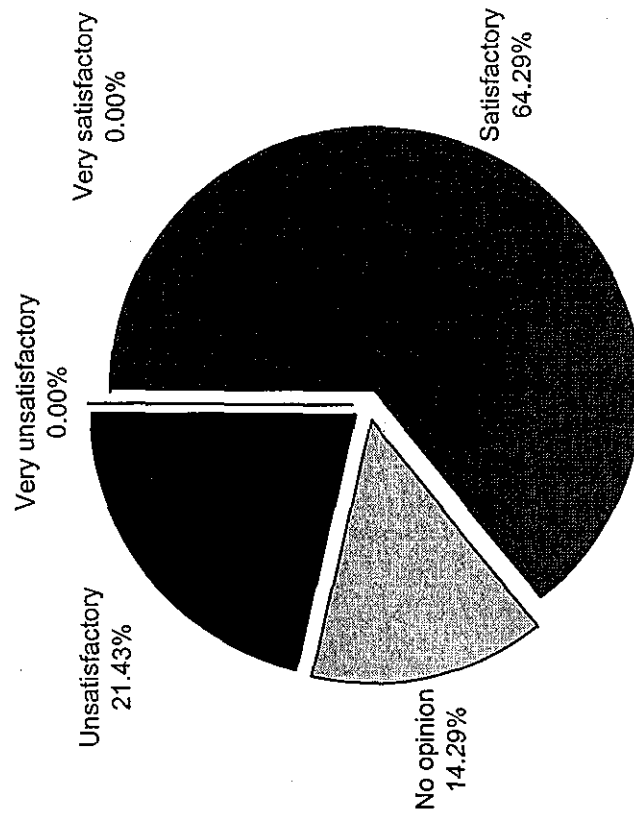


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.12. Main Questionnaire – Question 12

How do you evaluate the costs presented by IBQP-PR for the services rendered to this organization?

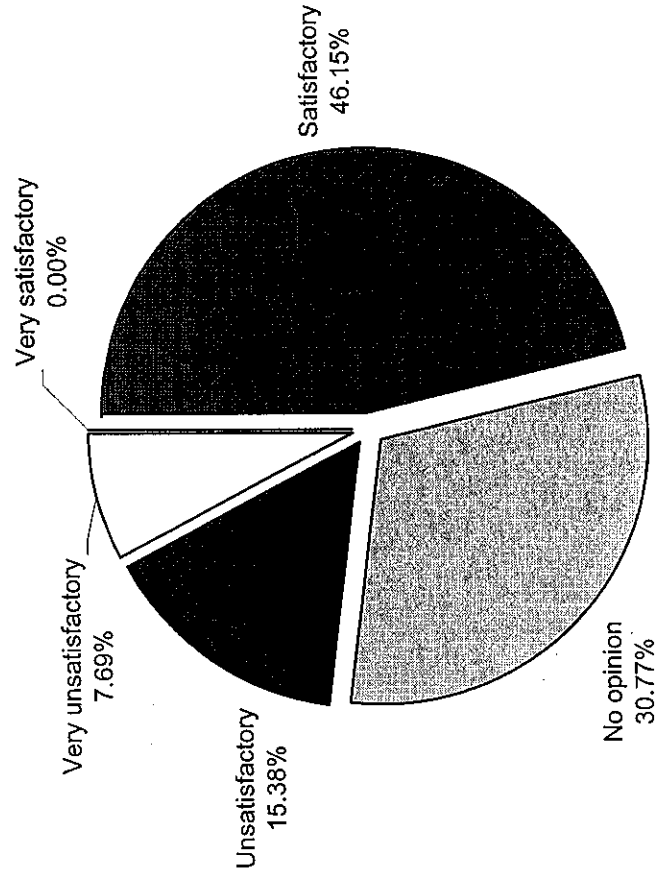
Costs / Sustainability



Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.13. Main Questionnaire – Question 13
How do you evaluate the clarity and effectiveness of the reports presented by IBQP-PR at the end of the services rendered in this organization?

Communication / Sustainability

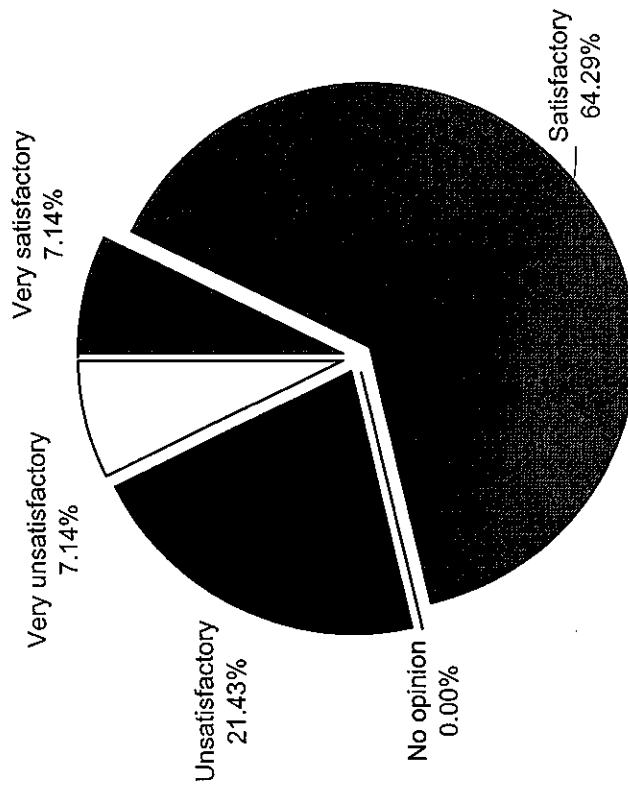


Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.14. Main Questionnaire – Question 14

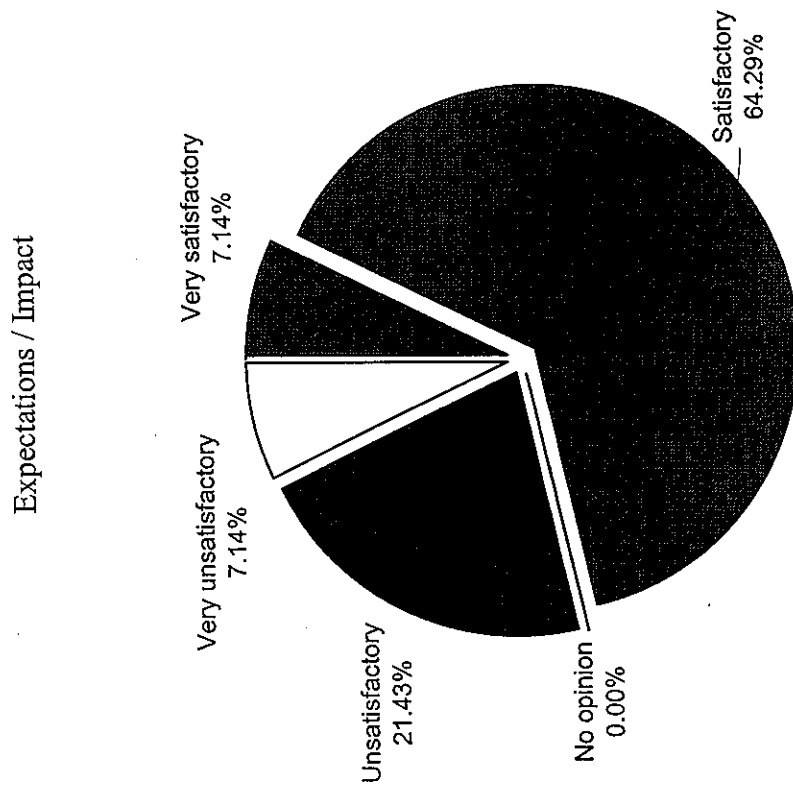
Was there a significant performance improvement in the area to which IBQP-PR rendered services?

Performance / Impact



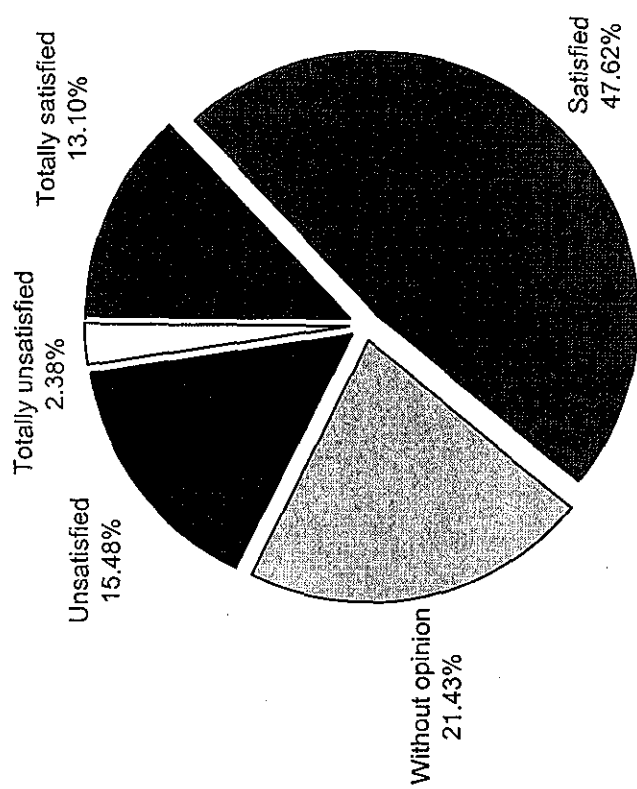
Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.15. Main Questionnaire – Question 15
Did the work developed by IBQP-PR meet the initial expectations of this organization?



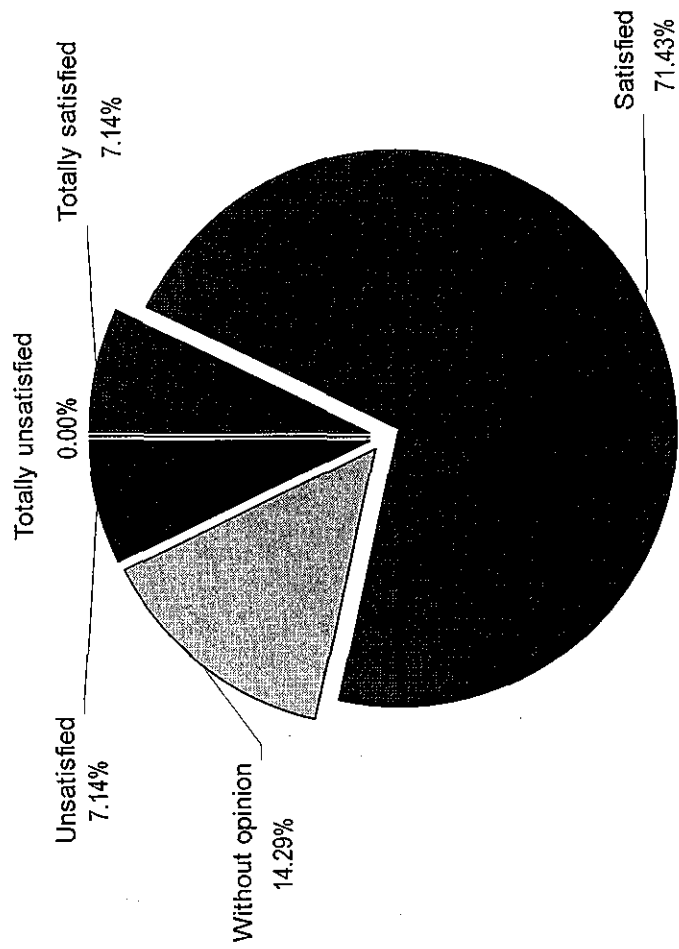
Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.16. General view of the “impact” criteria by degree of satisfaction.



Source: JICA – Brazil – Curitiba-PR, March 2004.

10.3.17. General View of the “sustainability” criteria by degree of satisfaction.



Source: JICA – Brazil – Curitiba-PR, March 2004.

10.4. Evaluation Grid

10.4.1. Evaluation Grid – Impact

| Criteria | Questions for Evaluation | | Measurement | What type of data will be gathered? | Where will the data be gathered? | How will the data be gathered? |
|----------|---|---|----------------------|---|--|---|
| | Main Question | Sub Questions | | | | |
| Impact | Question 1. Did the project achieve the expected results in terms of impact? | 1.1. Considering the efficacy of the services rendered by IBQP-PR would you hire the Institution again or recommend it to your partners? | Data-based analyses. | Statistical information derived from the analysis of the Questionnaires. Questions 2, 8, 10 and 15 (Annex 10.1.1.). | At the client institutions of IBQP-PR and at IBQP-PR itself. | Questionnaire and data gathering. (implemented quality and productivity programs) |
| | | 1.2. Did you observe any unexpected positive or negative results from the work developed by IBQP-PR? | Data-based analyses | Statistical information derived from the analysis of the Questionnaires. Question 4. (Annex 10.1.1.). | At the client institutions of IBQP-PR and at IBQP-PR itself. | Questionnaire and data gathering. |
| | | 1.3. What factors contributed significantly towards positive or negative impacts? | Data-based analyses | Statistical information derived from the analysis of the Questionnaires. Question 14. (Annex 10.1.1.). | At the client institutions of IBQP-PR and at IBQP-PR itself. | Questionnaire and data gathering. |

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.4.2. Evaluation Grid – Sustainability

| Criteria | Questions for Evaluation | | Measurement | What type of data will be gathered? | Where will the data be gathered? | How will the data be gathered? |
|----------------|---|---|---------------------|--|--|-----------------------------------|
| | Main Question | Sub Questions | | | | |
| Sustainability | Question 2. Did the project achieve the expected results in terms of sustainability? | 2.1 How has this organization been maintaining its partnership with IBQP-PR? | Data-based analyses | Statistical information derived from the analysis of the Questionnaires. Questions 1, 11 and 12 (Annex 10.1.1.). | At the client institutions of IBQP-PR and at IBQP-PR itself. | Questionnaire and data gathering. |
| | | 2.2. Does this organization use the results presented by IBQP-PR as a base for its decisions? | Data-based analyses | Statistical information derived from the analysis of the Questionnaires. Questions 5, 6 and 7 (Annex 10.1.1.). | At the client institutions of IBQP-PR and at IBQP-PR itself. | Questionnaire and data gathering. |
| | | 2.3. Do you have any suggestions and observations on the work developed and/or implemented by IBQP-PR? | Data-based analyses | Statistical information derived from the analysis of the Questionnaires. Questions 3, 9 and 13 (Annex 10.1.1.). | At the client institutions of IBQP-PR and at IBQP-PR itself. | Questionnaire and data gathering. |

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.5. Matrix for the Evolution of the Project – PDM (Suggestions following the post-project evaluation)

10.5.1. Matrix – Objectives and Impact

| Summary | Summary details | Indicators | Place of Verification | Important Suppositions |
|--|---|---|--|---|
| Overall objective | Dissemination to Brazilian society of the concepts and technology to improve productivity through IBQP-PR. | Number of IBQP-PR company clients. | Federative Republic of Brazil – State of Paraná. | The more client companies IBQP-PR has, the more it will be able to divulge its concepts and technology to improve productivity. |
| Project objective | IBQP-PR know how regarding the improvement and development of technology and awareness of improved productivity. | Degree of satisfaction of clients surveyed. | Federative Republic of Brazil – State of Paraná. | Client satisfaction tends to grow if IBQP-PR develops a self-evaluation system. |
| Outputs a) Did the project reach the expected results in terms of impact? | 1) Considering the efficacy of the services rendered by IBQP-PR would you hire the Institution again or recommend it to your partners? 2) Did you observe any unexpected positive or negative results from the work developed by IBQP-PR? 3) What factors contributed significantly towards positive or negative impacts? | 1.1. Efficacy; 1.2. Applicability; 1.3. Expectations; 1.4. Technical capacity 2.1. Positive effects; 3.1. Performance; | 1.1. At the client institutions of IBQP-PR and at IBQP-PR itself. 1.2. At the client institutions of IBQP-PR and at IBQP-PR itself. 1.3. At the client institutions of IBQP-PR and at IBQP-PR itself. 1.4. At the client institutions of IBQP-PR and at IBQP-PR itself. 2.1. At the client institutions of IBQP-PR and at IBQP-PR itself. 3.1. At the client institutions of IBQP-PR and at IBQP-PR itself. | 1.1. Could have been even higher if IBQP-PR had a performance evaluation system for its services. 1.2. Results were satisfactory. 1.3. Results were satisfactory. |

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.5.2. Matrix – Sustainability

| Summary | Summary Details | Indicators | Place of verification | Important suppositions |
|--|---|--|---|---|
| Outputs b) Did the project achieve the expected results in terms of sustainability? | 1) How has this organization been maintaining its partnership with IBQP-PR? | 1.1. Communication and public relations; | 1.1. At the client institutions of IBQP-PR and at IBQP-PR itself. | 1.1. The greater the effort IBQP-PR puts into the area of communication and public relations, the more clients it will have. |
| | | 1.2. Punctuality; | 1.2. At the client institutions of IBQP-PR and at IBQP-PR itself. | |
| | | 1.3. Costs; | 1.3. At the client institutions of IBQP-PR and at IBQP-PR itself. | 1.3. If IBQP-PR makes an effort to reduce its costs it will increase the number of clients. |
| | 2) Does this organization use the results presented by IBQP-PR as a base for its decisions? | 2.1. Evaluation; | 2.1. At the client institutions of IBQP-PR and at IBQP-PR itself. | 2.1. The efficacy of IBQP-PR will increase significantly if it implements a systemic performance evaluation method. |
| | | 2.2. Evaluation; | 2.2. At the client institutions of IBQP-PR and at IBQP-PR itself. | 2.2. By implementing a systemic performance evaluation method IBQP-PR will be able to analyze the effects of its programs more precisely. |
| | | 2.3. Monitoring; | 2.3. At the client institutions of IBQP-PR and at IBQP-PR itself. | 2.3. By providing increased monitoring services IBQP-PR will imprint greater quality to its services. |
| | 3) Do you have any suggestions and observations regarding the work developed and/or implemented by IBQP-PR? | 3.1. Acceptance; | 3.1. At the client institutions of IBQP-PR and at IBQP-PR itself. | |
| | | 3.2. Technical materials; | 3.2. At the client institutions of IBQP-PR and at IBQP-PR itself. | |
| | | 3.3. Communication. | 3.3. At the client institutions of IBQP-PR and at IBQP-PR itself. | 3.3. The greater the effort IBQP-PR puts into the area of communications the more clients it will have. |

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.5.3. Project Accomplishments based on Matrix

10.5.3.1. Objectives and Impact

| Summary Details | Indicators | Accomplishment | Annex |
|---|---|---|---------------------------|
| Dissemination to Brazilian society of the concepts and technology to improve productivity through IBQP-PR. | Number of IBQP-PR company clients. | 71.43% increase in the number of clients between 2002 and 2003. | Annex 10.6.1. and 10.6.2. |
| IBQP-PR know how regarding the improvement and development of technology and awareness of improved productivity. | Degree of satisfaction of the clients surveyed. | Was considered satisfactory by 50.24% of the clients on average. | Annex 10.7. |
| 1) Considering the efficacy of the services rendered by IBQP-PR, would you hire the Institution again or recommend it to your partners? | 1.1. Efficacy; | 1.1. Was considered satisfactory by 78.57% of the companies serviced. | Annex 10.3.2. |
| | 1.2. Applicability; | 1.2. Was considered satisfactory by 57.14% of the companies serviced. | Annex 10.3.10. |
| | 1.3. Expectations; | 1.3. Was considered satisfactory by 71.43% of the companies serviced. | Annex 10.3.15. |
| | 1.4. Technical capacity; | 1.4. Was considered satisfactory by 64.29% of the companies serviced. | Annex 10.3.8. |
| 2) Did you observe any unexpected positive or negative results from the work developed by IBQP-PR? | 2.1. Positive effects; | 2.1. Was considered satisfactory by 21.43% of the companies serviced. | Annex 10.3.4. |
| 3) What factors contributed significantly towards positive or negative impacts? | 3.1. Performance; | 3.1. Was considered satisfactory by 71.43% of the companies serviced. | Annex 10.3.14. |

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.5.3.2. Sustainability

| Summary Details | Indicators | Accomplishment | Annex |
|---|--|---|----------------|
| 1) How has this company been maintaining its partnership with IBQP-PR? | 1.1. Communication and public relations; | 1.1. Was considered satisfactory by 85.71% of the companies serviced. | Annex 10.3.1. |
| | 1.2. Punctuality; | 1.2. Was considered satisfactory by 85.71% of the companies serviced. | Annex 10.3.11. |
| | 1.3. Costs; | 1.3. Was considered satisfactory by 64.29% of the companies serviced. | Annex 10.3.12. |
| 2) Does this organization use the results presented by IBQP-PR as a base for its decisions? | 2.1. Evaluation; | 2.1. Was considered satisfactory by 21.43% of the companies serviced. | Annex 10.3.5. |
| | 2.2. Evaluation; | 2.2. Was considered satisfactory by 35.71% of the companies serviced. | Annex 10.3.6. |
| | 2.3. Monitoring; | 2.3. Was considered unsatisfactory by 53.85% of the companies serviced. | Annex 10.3.7. |
| 3) Do you have any suggestions and observations about the work developed and/or implemented by IBQP-PR? | 3.1. Acceptance; | 3.1. Was considered satisfactory by 35.71% of the companies serviced. | Annex 10.3.3. |
| | 3.2. Technical materials; | 3.2. Was considered satisfactory by 61.54% of the companies serviced. | Annex 10.3.9. |
| | 3.3. Communication | 3.3. Was considered satisfactory by 46.15% of the companies serviced. | Annex 10.3.13. |

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.6. IBQP-PR Client List – 2002-2003

10.6.1. Year 2002

- ADETEC – Productivity Agents Training Program (PROCAP).
- CEFET-PR-PR – Speech on strategic planning.
- TOLIMA PRODUCTIVITY CENTER - COLOMBIA – Technical assistance and evaluation of the results of the activities developed in local productive arrangements.
- DELPHI – Training in quality tools.
- DTCOM – Assistance in business quality management.
- ELECTROLUX – 5 s training for the labor safety sector.
- HERING – Transition from ISO-1994 to ISO-2000.
- MASISA – Speech on TPM – Total Productive Maintenance.
- OCEPAR – Managerial development for quality and productivity program (Q&P).
- PARANÁ BANCO – 5S training.
- PETROBRÁS – Maintenance management assistance.
- PHILIP MORRIS – Telephone services - training and evaluation.
- RENAULT DO BRASIL – 5S training.
- SANTI – Systemic productivity management assistance.
- SEBRAE ALAGOAS – PROCAP revision and evaluation.
- SPAIPA COCA-COLA – 5S training for resalers in Bauru.
- TAFISA – Managerial and operational kanban training.
- TERRA NOVA – Balanced scorecard program.
- CATHOLIC UNIVERSITY OF URUGUAI – Training seminar in strategic management of systemic productivity.
- URBS – /Assistance for quality management
- VOLKSWAGEN AUDI – Assistance and capacity-building for improvement groups – PM2.

10.6.2. Year 2003

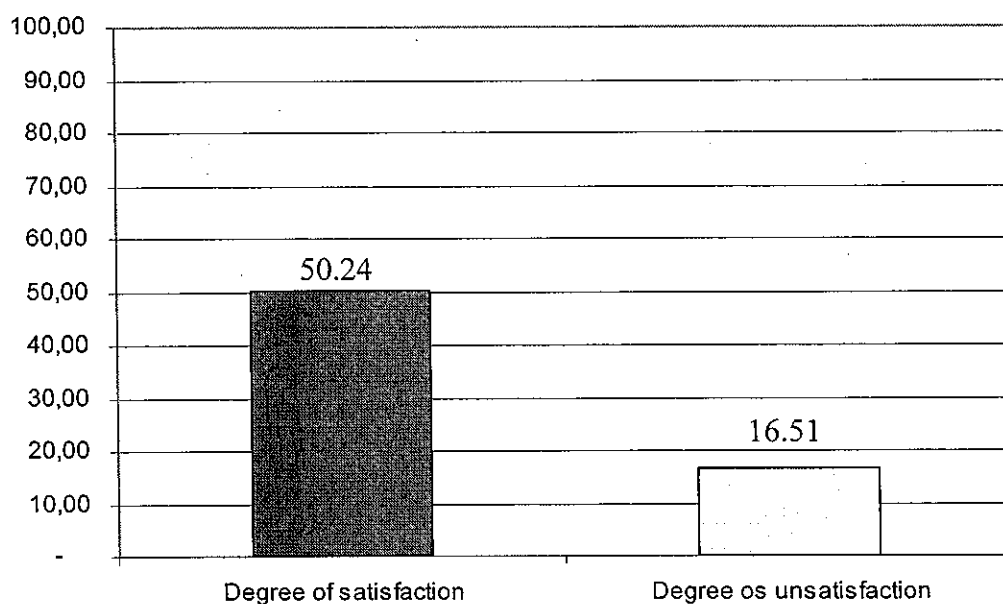
- ADATTARE – Layout consultancy.
- AROTUBI – Training in time management.
- BLOUNT – Training and consultancy in quality tools.
- BROSE – Training in kaizen, quality tools and m asp, just-in-time, kanban, motivation, leadership and team development.
- CEFET-PR – Speech on quality awareness.
- TOLIMA PRODUCTIVITY CENTER – COLOMBIA – Training and assistance in systemic productivity management.
- DECORMADE – 5S consultancy.
- DTCOM – Training and consultancy in ISO-9000 and strategic planning.
- EMBAFORT – Technical services for the implementation of the 5S, layout studies, systemic productivity diagnosis.
- ENGETEC – Training and assistance for the implementation of the 5S philosophy.
- GIOCA – Training in 5S evaluation.

- IMPRESSORA PARANAENSE – Training in time management.
- KAPERSUL – Training in strategic planning.
- MABU HOTÉIS – Guests of nature program.
- MASISA – 5S training.
- MOLINS – Capacity-building for leaders.
- MOVIME – Training and assistance in layout, costs and quality tools.
- NISSAN – Study on technological innovation.
- NITAPLAST – Technical consultancy services for economic, financial and productivity analysis and implementation of a quality management system based on ISO-9000 e ISO-2000 standards.
- OPET – 5s training.
- PEGUFORM – Training in times and methods.
- PETROBRÁS – Maintenance management assistance.
- PIMPÃO – Technical services for 5S implementation, systemic productivity diagnosis, costs study, layout and PCP.
- PLAST PACK – 5S training.
- PLASTIPAR – 5S training.
- JARAGUÁ DO SUL MUNICIPAL TOWN HALL– Communication between the town hall and the community project.
- PRIMEIRA LINHA – Technical services for 5S implementation, systemic productivity diagnosis.
- SCHLUMBERGER – Training in ISO-9000 and auditor training.
- GUARAPUAVA INDUSTRY AND TRADE SECRETARIAT – Wood production study.
- SENAC – Implementation of the 5S program.
- TAFISA – Training in leadership, kaizen, quality tools, masp, 5S and industrial logistics (PCP), consultancy on 5S evaluators.
- THYSSEN KRUPP – Technical services for the implementation of the kanban system and kanban training.
- UEPG – Quality in processes and rediscovering quality training
- URBS – Consultancy and training in total quality management.
- VALMET – Training and assistance for the implementation of the 5S philosophy and 5S course.
- VOLVO – 5S and quality tools consultancy and training.

10.7. Degree of Satisfaction of IBQP-PR Clients – In % (2002-2003)

| Companies | Degree of Satisfaction | Degree of Dissatisfaction |
|--------------------|------------------------|---------------------------|
| P. Morris | 53.33 | 33.33 |
| Adattare | 80.00 | - |
| Mabu Hotéis | 53.33 | - |
| Talentos Paraná | 73.33 | 26.67 |
| Delphi | 80.00 | - |
| Nissan | 86.67 | 6.67 |
| Cefet-PR | 73.33 | - |
| Movime | 60.00 | 6.67 |
| Nitaplast | - | 86.67 |
| Arotubi | 20.00 | 26.67 |
| Plastipar | 40.00 | 40.00 |
| Peguform | 53.33 | 6.67 |
| Senac-PR | 23.08 | - |
| Ocepar | 57.14 | 14.29 |
| URBS | - | - |
| Média Geral | 50.24 | 16.51 |

Source: JICA – Brazil – Curitiba-PR, March 2004.



Source: JICA – Brazil – Curitiba-PR, March 2004.

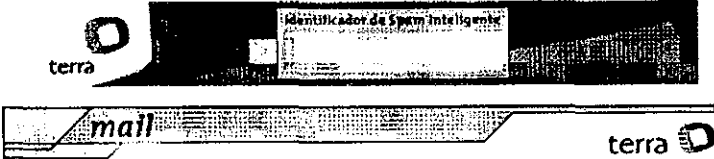
10.8. Company/Contact List

- ADATTARE – Mrs. Ana Navarro.
- AROTUBI – Mrs. Joana.
- CEFET-PR – Prof. César Romano.
- DELPHI – Mr. Valter.
- MABU HOTÉIS – Mr. Mário Jorge.
- MOVIME – Mr. Eromir.
- NISSAN – Mr. Wilson.
- NITAPLAST – Mr. João Paulo.
- OCEPAR-PR – Mr. Leonardo.
- PEGUFORM – Mrs. Elcy.
- PHILIP MORRIS – Mr. Márcio.
- PLASTIPAR – Mr. Luís Henrique.
- SENAC-PR – Mrs. Elisabeth.
- TALENTOS DO PARANÁ / AUDI – Mr. Paolo.
- URBS – Mrs. Sônia.

Source: JICA – Brazil – Curitiba-PR, March 2004.

10.9. Request of IBQP-PR Client List (E-mail)

Terra Mail Página 1 de 2



DE: tiemi@ibqppr.org.br
 PARA: rejaneferrelra@zaz.com.br
 CÓPIA: pontoni@ibqppr.org.br, torres@ibqppr.org.br
 DATA: 03/02/04 10:11
 ASSUNTO: Material Solicitado
 ARQUIVOS: V_Medição da PS nas cadeias_Wilhelm.zip
 Módulo V_Medição da PS nas Cadeias_CapaSum.doc

Olá Rejanel

Conforme solicitado segue a relação dos estados que realizamos o PROCAP/MGACP - Programa de Capacitação de Agentes da Produtividade - Metodologia de Gestão de Adensamento das Cadeias Produtivas.

Estou enviando apenas uma amostra do conteúdo do curso pois são vários módulos (curso de 40 horas). Acredito que quando vc. vier no IBQP, possamos lhe mostrar em meio físico, ok?

A relação das empresas, estaremos lhe enviando em breve.

| CURSO | PREV | REALIZADO | DATA | LOCAL | Nº DE |
|--------|----------------|----------------|-------|------------|-------|
| ISTO | PARTICIP | | | | |
| ANTES | | | | | |
| PROCAP | 20 | 1. | 1. | 15 | |
| - CURS | 29 | Junho;6~7 | Julho | MARINGÁ-PR | 9 |
| MGACP | OS | 2001 | 2. | PARANÁ | 28 |
| 2. | (GT) | 35 | | | |
| 23~27 | Julho/2002 | 3. | 19 | | |
| 3. | ALAGOAS | 29 | | | |
| 20~24 | Agosto/2001 | 4. | 10 | | |
| 4. | SERGIPE | 15 | | | |
| 27~31 | Agosto/2001 | 5. | AMAPÁ | 17 | |
| 5. | 6. | 29 | | | |
| 17~21 | Setembro/2001 | MARANHÃO | 32 | | |
| 6. | 7. | PARANÁ | 25 | | |
| 1~5 | Outubro/2001 | 8. | GOIÁS | 20 | |
| 7. | 9. | PARANÁ | 26 | | |
| 15~19 | Outubro/2001 | 10. | RIO | 22 | |
| 8. | G. DO SUL | 19 | | | |
| 5~9 | Novembro/2001 | 11. | BAHIA | 26 | |
| 9. | 12. | 32 | | | |
| 19~23 | Novembro/2001 | AMAZONAS | 31 | | |
| 10. | 13. | MINAS | 16 | | |
| 10~14 | Dezembro/2001 | GERAIS | | | |
| 11. | 14. | | | | |
| 8~12 | Abril/2002 | ESPÍRITO SANTO | | | |
| 12. | 15. | RIO | | | |
| 22~26 | Abril/2002 | G. DO NORTE | | | |
| 13. | 16. | MATO | | | |
| 6~10 | Maio/2002 | G. DO SUL | | | |
| 14. | 17. | CEARÁ | | | |
| 20~24 | Maio/2002 | 18. | ACRE | | |
| 15. | 19. | SÃO | | | |
| 3~7 | Junho/2002 | PAULO | | | |
| 16. | 20. | RIO | | | |
| 8~12 | Julho/2002 | DE JANEIRO | | | |
| 17. | | | | | |
| 22~26 | Julho/2002 | | | | |
| 18. | | | | | |
| 9~13 | Setembro/2002 | | | | |
| 19. | | | | | |
| 28 | Out~1/Nov/2002 | | | | |
| 20. | | | | | |

<http://webmail.terra.com.br/cgi-bin/webmail.exe> 18/03/2004

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(...continued...)

Terra Mail

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|| 18~22/Novembro/2002 ||

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55-XX-41-264-2246

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10.10. IBQP-PR Equipment List (E-mail)

| Date | Equipment Name | model | Unit Price | Items | Total Price | Operating | |
|----------------------|---|-----------------------|------------|-------|-------------|-----------|---|
| 1. Teaching Supplies | | | | | | S | N |
| 07.05.1995 | Apple Macintosh 12 MB HD350 | LC 630 | 1,732.46 | 1 | 1,732.46 | | N |
| 07.05.1995 | Compaq LTE Elite 4/40C | M170W | 3,531.19 | 1 | 3,531.19 | | N |
| 07.05.1995 | HP Laser jet 4V + Accessories | | 3,960.99 | 1 | 3,960.99 | S | |
| 07.05.1995 | Apple Macintosh LC630 | 12MB HD 350 w/ CD ROM | 1,195.68 | 1 | 1,195.68 | | N |
| 07.05.1995 | Mac Power Book 520C-12MB HD240 | | 2,208.86 | 1 | 2,208.86 | | N |
| 01.08.1996 | Copy Machine Canon NP2120 + Accessories | VJB45217 | 11,279.00 | 1 | 11,279.00 | S | |
| 10.01.1996 | Copy Machine Canon np6650 + Accessories | CYR47953 | 39,595.00 | 1 | 39,595.00 | S | |
| 01.29.1996 | Compaq Contura 430 + Accessories | | 3,616.39 | 1 | 3,616.39 | | N |
| 01.29.1996 | YHP Laser jet + Accessories | 4LJPRO | 1,201.36 | 1 | 1,201.36 | | N |
| 02.06.1996 | Micro Pentium 100MHZ Tape Deck CD4X-51032 | | 9,860.00 | 1 | 9,860.00 | | N |
| 02.06.1996 | Micro Pentium 100MHZ-ISA/PCI-510032/PI Multi | | 5,852.00 | 1 | 5,852.00 | | N |
| 02.06.1996 | Micro Pentium 75MHZ-ISA/PCI-57516/PI Multimi | | 4,258.00 | 1 | 4,258.00 | | N |
| 02.06.1996 | Micro Pentium 75 MHZ-ISA/PCI-LC57516PI | | 3,279.00 | 20 | 65,580.00 | | N |
| 02.06.1996 | Notebook Compaq Contura A410CX(486DX250)350 | | 7,542.00 | 2 | 15,084.00 | | N |
| 02.13.1996 | Scanner Color mod.HP 4C | USC0061494 | 1,770.00 | 1 | 1,770.00 | | N |
| 02.22.1996 | Ink-jet Printer | HP-660C Color | 870.00 | 15 | 13,050.00 | | N |
| 02.22.1996 | HP Printer | Laser Color | 13,500.00 | 1 | 13,500.00 | | N |
| 03.20.1996 | HP 16 MB Printer | Mono Laserjet 600-DPI | 7,940.00 | 1 | 7,940.00 | | N |
| 02.06.1996 | Micro Pentium 100MHZ-Tape Deck CD4x-510032PI | | 8,992.00 | 1 | 8,992.00 | | N |
| 02.06.1996 | Notebook PC TOSHIBA Dyna book (?) GT S575 75MHZ 8 | | 2,987.38 | 1 | 2,987.38 | | N |
| 02.06.1996 | Printer with Cables and Cartridge | AC100V Cannon BJC35V | 468.60 | 1 | 468.60 | | N |
| 12.02.1996 | Drive CD-ROM AC100V DRM 624X + Accessories | | 1,236.15 | 1 | 1,236.15 | | N |
| 12.06.1996 | Deskjet Printer | HP-680 Color | 549.00 | 5 | 2,745.00 | | N |
| 12.06.1996 | Micro Pentium 133 MHZ w/Multim.CD 8x Monit.1 | | 3,130.00 | 11 | 34,430.00 | | N |
| 01.06.1997 | Micro Pentium 166 MHZ w/Multim.CD 8x Monit.1 | | 7,465.90 | 2 | 14,930.00 | | N |
| 01.06.1997 | Superstack IIHUB 24 ports-3COM | 3C1 71 ^A | 1,465.00 | 1 | 1,465.00 | | N |
| 02.24.1997 | CPA 2511 Remote control CISCO | | 5,554.70 | 1 | 5,554.70 | | N |
| 03.06.1997 | Notebook mod. Teera 500 120MHZ WIN1.3G CD ROM | | 9,000.00 | 1 | 9,000.00 | | N |
| 03.03.1997 | Compact Video Camera Sony | TR-V21 | 1,929.00 | 1 | 1,929.00 | S | |
| 04.10.1997 | Camera Canon Prima Zoom Shot | | 410.00 | 1 | 410.00 | S | |
| 07.16.1997 | Digital Camera Casio + Accessories | QV-30 | 988.10 | 1 | 988.10 | | N |
| 12.08.1997 | Tripod for professional Camera | | 900.80 | 1 | 900.80 | S | |
| 02.07.1998 | Digital Camera (recharger) | MVC-FD7 series 119638 | 764.90 | 1 | 764.90 | | N |
| | Laser Pritter | Laser color 4915 plus | 5,500.00 | | 5,500.00 | S | |
| | | | | | 297,517.46 | | |
| 08.15.1996 | Video Camera VHS | GR-SZ9 IV-CHO39611 | 1,715.39 | 1 | 1,715.39 | S | |
| 08.15.1996 | Tripod | TP-V20 IV-CHO39611 | 115.11 | 1 | 115.11 | S | |
| 08.15.1996 | Color Video Monitor 15" | IV-CHO39611 | 1,184.98 | 2 | 2,369.96 | S | |
| 08.15.1996 | VCR VHS Multi System | NV-W1 IV-CHO39611 | 2,934.23 | 1 | 2,934.23 | S | |
| 08.15.1996 | Video editor VTR | SR-S360U IV-CHO39611 | 1,935.46 | 2 | 3,870.92 | S | |
| 08.15.1996 | Transformer 1KVA | IV-CHO39611 | 191.85 | 1 | 191.85 | S | |
| 03.07.1997 | Color Video Monitor | JVC TM-A9U (NTSC) | 1,230.27 | 3 | 3,690.81 | S | |
| 03.07.1997 | Videotape with format S-VHS | NBR.5822DXU | 11,364.3 | 1 | 11,364.34 | S | |
| 03.07.1997 | Videotape with format S-VHS | NBR.5622DXU | 4 | 1 | 11,562.43 | S | |
| 03.07.1997 | Video System S-VHS | | 11,562.4 | 1 | 16,598.21 | S | |
| 03.07.1997 | Sound mixer with 8 channels | | 3 | 1 | 6,756.05 | S | |
| 03.07.1997 | Special Effects Video Producer | | 16,598.2 | 1 | 14,596.40 | S | |

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|---------------------------------------|--|----------------------|-----------|---|-----------|---|---|
| 03.07.1997 | Equip. control Text edition | NRM.6860U | 1 | 1 | 5,119.17 | S | |
| 03.07.1997 | 3CCD Video Camera | KY-27CUCB 14xzoom | 6,756.05 | 1 | 10,259.18 | S | |
| | | | 14,596.40 | | 91,144.05 | | |
| | | | 5,119.17 | | | | |
| | | | 10,259.18 | | | | |
| | | | 8 | | | | |
| 2. Equipment for seminar rooms | | | | | | | |
| 01.02.1996 | Color TV Sony 29 inches | V55-B | 1,732.50 | 2 | 3,465.00 | S | |
| 01.03.1996 | Portable Overhead Projector LITEPRO | INFOCUS | 20,618.0 | 1 | 20,618.00 | S | |
| 08.15.1996 | Overhead Projector | HP-A380 IV-CH039611 | 0 | 2 | 3,754.38 | | N |
| 08.15.1996 | Pedestal for Overhead Projector | 4380-2 IV-CH039611 | 1,877.19 | 1 | 453.26 | S | |
| 08.15.1996 | Pedestal for Overhead Projector | 4380-2 IV-CH039611 | 453.26 | 1 | 546.95 | S | |
| 08.15.1996 | VCR Hitachi VHS | VTM288MN IV-CHO39611 | 546.95 | 2 | 1,760.54 | S | |
| 08.15.1996 | Slide projector with projection lens | 4190 IV-CHO39611 | 880.27 | 1 | 1,661.54 | S | |
| 08.15.1996 | Pedestal for slide Projector | 1256 IV-CHO39611 | 1,661.54 | 1 | 289.71 | S | |
| 08.15.1996 | Screen for Overhead Projector (tripod type) | 9165 IV-CHO39611 | 289.71 | 1 | 496.56 | S | |
| 08.15.1996 | Stereo Sound System | PMC-501 IV-CHO39611 | 496.56 | 1 | 733.56 | S | |
| 08.15.1996 | Screen for OHP Tripod type | 9165 IV-CHO39611 | 733.56 | 1 | 496.56 | S | |
| 08.15.1996 | Screen+BS2 FOR ohp Tripod type | 9165 IV-CHO39611 | 496.56 | 2 | 993.12 | S | |
| 01.28.1997 | Acoustic box Wharfedale Modus Thee(par) | | 496.56 | 1 | 465.56 | S | |
| 01.30.1997 | Tape Deck Pioneer | CT-W505R | 465.56 | 1 | 487.00 | S | |
| 01.30.1997 | Amplifier Pioneer | A-405 | 487.00 | 1 | 480.00 | S | |
| 01.30.1997 | MiniSystem Aiwa | MKII 2200W | 480.00 | 1 | 530.00 | S | |
| 02.04.1997 | Portable Projector | INFOCUS | 530.00 | 1 | 993.00 | S | |
| 03.07.1997 | Sound Recorder and Copier | N50.W218 | 993.00 | 1 | 15,570.00 | S | |
| 03.07.1997 | CD Copier | NXL.V2848K | 15,570.0 | 1 | 273.06 | S | |
| 03.07.1997 | AM/FM Radio Receptor | | 0 | 1 | 455.41 | S | |
| 03.07.1997 | Lens 14x7 | NA14X10BLM12U | 273.06 | 1 | 2,669.06 | S | |
| | | | 455.41 | | 56,949.85 | | |
| | | | 2,669.06 | | | | |
| 3. Equipment for Seminar rooms | | | | | | | |
| 03.07.1997 | Electronic Display 1.5 | NNFP115U | 740.25 | 1 | 740.25 | S | |
| 03.07.1997 | Case fore transporting and carrying appliances | NCB.P27U | 1,146.86 | 1 | 1,146.86 | S | |
| 03.07.1997 | Video type with S-VHS format | NBR.5422U | 6,568.38 | 1 | 6,568.38 | S | |
| 03.07.1997 | Adaptor air charger | NAA610U | 896.64 | 1 | 896.64 | S | |
| 03.07.1997 | Rechargeable batteries (8) | NNB.61U | 2,001.76 | 8 | 16,014.08 | S | |
| 03.10.1997 | Overhead Projector 3M + Light bulbs | 9700FXL | 1,705.30 | 1 | 1,705.30 | S | |
| 03.12.1997 | Projection Screen Lite 244x244m | | 1,220.00 | 1 | 1,220.00 | S | |
| 03.14.1997 | Audio Control device | JVC NMI-F30U | 3,255.81 | 1 | 3,255.81 | S | |
| 03.14.1997 | Stereo Microphone | NMV-P612U | 680.16 | 1 | 680.16 | S | |
| 03.18.1997 | Quincunx w/2 gates | WD-5 | 2,317.00 | 1 | 2,317.00 | S | |
| 03.18.1997 | Quincunx w/3 gates | WD-7 | 2,935.00 | 1 | 2,935.00 | S | |
| 03.18.1997 | Sampling Bowl | SBL 2000 | 1,390.00 | 1 | 1,390.00 | S | |
| 03.18.1997 | Small Sampling Box | SB-5 | 587.00 | 1 | 587.00 | S | |
| 03.18.1997 | Large Sampling Box | SB-6 | 834.00 | 1 | 834.00 | S | |
| 03.18.1997 | Chipbox w/ AQC Text | SCB-7 | 772.00 | 1 | 772.00 | S | |
| 03.18.1997 | Catapult Experiment | CAT-100 | 911.00 | 1 | 911.00 | S | |
| | | | | | 8,742.00 | | |

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| | | | | | | | |
| 4. Equipment for conference rooms | | | | | | | |
| 09.19.1995 | Air Conditioning - Prosdócimo | 12000R 220V-B | 636.00 | | 636.00 | S | |
| 03.13.1995 | Air Conditioning - Prosdócimo | 12000R 220V-B | 636.00 | | 636.00 | S | |
| 01.29.1996 | Air Conditioning - Prosdócimo | 12000R 220V-B | 670.00 | | 670.00 | S | |
| 12.09.1996 | Eletr. Board w copy machine, Pedestal (PANASONIC) | panab, KX-B520 | 3,400.00 | | 3,400.00 | S | |
| 01.23.1997 | Eletronic Board with copy machine and Pedestal | | 3,400.00 | | 3,400.00 | S | |
| | | | | | 8,742.00 | | |
| 5. Equipment (Software) | | | | | | | |
| 02.06.1996 | MS-DOS and Windows 3.11 | | 169.00 | 23 | 3,887.00 | | N |
| 02.06.1996 | Office Standard 4.2 | | 623.00 | 2 | 1,246.00 | | N |
| 02.06.1996 | Office Standard 4.2 (Users License) | | 528.00 | 10 | 5,280.00 | | N |
| 02.06.1996 | Office Professional 4.3 | | 777.00 | 2 | 5,280.00 | | N |
| 02.06.1996 | Office Professional 4.3 (Users License) | | 557.00 | 10 | 5,570.00 | | N |
| 02.06.1996 | Project 4.0 | | 537.00 | 1 | 537.00 | | N |
| 02.06.1996 | Project 4.0 (Users License) | | 484.00 | 3 | 1,452.00 | | N |
| 02.06.1996 | Corel Draw Ventura | | 730.00 | 1 | 730.00 | | N |
| 02.06.1996 | Visual Basic for Windows 3.0 | | 658.00 | 1 | 658.00 | | N |
| 02.08.1996 | Novell Netware for 50 users | | 5,598.00 | 1 | 5,598.00 | | N |
| 02.13.1996 | Anti Virus Inoculam for 50 users | | 550.00 | 1 | 550.00 | | N |
| 03.20.1996 | Novell GroupWise for 35 users | | 2,928.00 | 1 | 2,928.00 | | N |
| 03.25.1996 | Almanaque Abril | | 89.00 | 1 | 89.00 | | N |
| 03.25.1996 | Webster's Encyclopedia | | 70.00 | 1 | 70.00 | | N |
| 03.25.1996 | Universal Atlas | | 78.00 | 1 | 78.00 | | N |
| 03.25.1996 | Encarta 96 Encyclopedia | | 60.00 | 1 | 60.00 | | N |
| 03.25.1996 | Michaelis Dictionary | | 99.00 | 1 | 99.00 | | N |
| 03.25.1996 | Aurélio Dictionary | | 199.00 | 1 | 199.00 | | N |
| 03.25.1996 | Stock for Windows | | 70.00 | 1 | 70.00 | | N |
| 12.10.1996 | Office Professional 95 | | 590.00 | 1 | 590.00 | | N |
| 12.10.1996 | Office Professional 95 (Users License) | | 6,480.00 | 12 | 77,760.00 | | N |
| 12.10.1996 | Publisher 3.0 | | 85.00 | 1 | 85.00 | | N |
| 12.10.1996 | Corel Draw 6.0 CD | | 670.00 | 1 | 670.00 | | N |
| 12.16.1996 | Promodel | | 7455.84 | 1 | 7,455.84 | | N |

