

# Terminal Evaluation

## Latin America and the Caribbean

### I. Outline of the Project

- Country : Brazil
- Project title : Course on Integrated Management of Productivity
- Issue/Sector : Quality and Productivity
- Cooperation scheme : TCTP – Program on Third Country Training
- Total cost : US\$262,630
- Cost per participant : US\$ 4,955
- Share of Japan's Contribution : 70%
- Period of Cooperation :  
(R/D): October 30, 2001 - March 31, 2006.  
(Extension): n/a  
(F/U): n/a
- Partner Country's Implementing Organization :  
Brazilian Institute of Quality and Productivity in Paraná (*Instituto Brasileiro da Qualidade e Produtividade no Paraná - IBQP/PR*)
- Related Cooperation : Technical Cooperation Project (June 01, 1995 - May 31, 2000).

### 1-1 Background of the Project

In June 1990 the Brazilian Government started a "National Program on Quality and Productivity" with the aim to improve the quality and productivity of Brazilian enterprises, in addition to the promotion of privatization of public companies as well as to the process of opening of the national market to foreign investments.

This Program was introduced in many Brazilian organizations and in 16 States actions of this Program were developed. The Brazilian Government presented a technical cooperation project proposal to the Japanese Government in order to support the improvement of quality and productivity in Paraná State. As a response to this request, the Japanese Government initiated a Technical Cooperation Project on June 1, 1995 and concluded on May 31, 2000. The Project results were significantly and highly recognized, as stated by the Japanese evaluation team in 2000.

IBQP/PR has become one of the important Brazilian centers for training, studies and consultancy in the field of Quality and Productivity. This cooperation produced an improvement in the technical level at IBQP/PR and qualified the Institute to carry out a Training Program for professionals of other Latin American countries and PALOP, with the support from the Japanese Government.

JICA, IBQP/PR and the Brazilian Cooperation Agency (ABC) in 2000 had a series of discussions over the implementation of the training course in the field of Quality and Productivity for professionals of Latin America and PALOPS. Based on the technical cooperation experience of IBQP/PR with JICA and ABC, on May 11, 2001 it was signed a Record of Meeting (R/D) in Brasília establishing the Training Program in Third Countries on "Integrated Management of Productivity", for a period of 05 years.

### 1-2 Project Overview

The Overall Objective of the Project is the technical improvement of knowledge and skills of professionals from Latin American countries and the Lusophone African Countries (PALOP) through the TCTP Courses on "Integrated Management of Productivity". The courses should have been conducted by IBQP/PR, each with approximately 160 hours and count with up to 13 participants from invited countries, and a maximum of 05 participants from Brazil.

### (1) Outputs of the Training Program

#### 1) Overall Goal:

Knowledge and Technologies related to the Integrated Management of Productivity applied and disseminated by participants in the Latin American countries and the PALOPS, as well as in the Brazilian society.

## 2) Project Purpose:

The qualification of professionals on Integrated Management of Productivity is improved through the training carried out by the Courses of TCTP/IBQP-PR.

1) Output 1: Knowledge, technique and methods learned/improved through the Courses.

2) Output 2: Knowledge and skills acquired in the Courses are applied by the participants in their work environment.

3) Output 3: Exchange established among the participants, instructors and IBQP/PR.

## (2) Inputs

### Japanese side:

Short-term Expert	3
Invitation expenses	US\$ 183,564

### Brazilian's Side :

Counterpart	55 persons
Local Cost	US\$ 79,066

## II. Evaluation Team

### Members of Evaluation Team:

Local Consultant appointed by JICA: Mrs. Clarice Zilberman Knijnik.

### Period of Evaluation:

December 5, 2005 to March30, 2006

### Type of Evaluation:

Terminal

## III. Results of Evaluation

### 3-1 Achievement of the Training Program

Courses	JFY 2001	JFY 2002	JFY 2003	JFY 2004	Total
Number of applicants	26	35	42	35	138
Number of applicants selected	16	14	15	18	63
Participant Countries	6	7	9	9	11
Term (in days)	24	25	25	24	98

### 3-2 Evaluation Results

Outputs	FY 2001	FY 2002	FY2003	FY2004
P1 – Have the knowledge level of participants been improved?	AA	AA	AA	AA
P2 – Are the participants making use of the knowledge and technologies acquired through the training in their work environments?	AA	AA	AA	AA
P3 – Have exchanges among participants, instructors and IBQP started?	PA	PA	AA	AA

AA: Achieved; PA: Partially Achieved; NA: Not Achieved.

As regards Output 1, the annual evaluation results responded by the participants suggested that the average of those who are very satisfied or satisfied with the objective and contents was of 91%, confirming the learning in the TCTP Courses. The participant evaluations carried out by instructors stated that 80% considered the results achieved by students to be Excellent and 20% considered it to be Good (between 51% and 79%). Through the questionnaires returned following Course conclusion it can be confirmed that 87% stated a degree of 80% concerning comprehension and acquisition of the knowledge and skills introduced in the Course.

As regards Output 2, following Course conclusion and return to home countries, the participants stated that: 36% changed their position and 64% did not change positions in their organizations; in cases of change within the organization, such change was made through professional promotion to leading functions. Among the participants, 73% remained in the same job after finishing the course; in the case of job changes, the participants continued to make use of the acquired knowledge. Furthermore, it could be highlighted that: 73% of participants consider the knowledge acquired during the Course to be very useful to their daily work; 100% used the knowledge in new proposals and projects in their countries of origin; and 100% of participants have disseminating the knowledge acquired.

As regards Output 3, it could be noticed that 100% of the participants keep in contact with people related to the course after returning to their home countries. Fifty-seven percent of these contacts are via the Internet whereas 19% are by means of visits by other participants and instructors.

The results and short-term outcomes of the Project were achieved throughout the 04 courses, and thus contribute to a very satisfactory achievement of the Purpose and the Overall Goal. The Purpose of the Training Program was achieved through the dissemination of knowledge and skills on Management of Productivity to the 53 foreign and 10 Brazilian participants, during the TCTP Courses.

## **(2) Relevance**

The Project was designed and adequately implemented, and it met the needs of participants in the field of Integrated Management of Productivity. The existing demands of Latin American Countries and PALOPS were previously identified. Throughout the four TCTP, students and professors stated the adequacy and relevance of the strategy to develop activities in this field of Productivity with these countries. The training program was highly organized to provide participants with theoretical and practical information to make them key professionals in their organizations.

Eighty-seven percent of the participants who were contacted during the evaluation process stated that the Courses were highly relevant and adequate to the needs of the training beneficiaries, as well as to the respective institutions in their countries of origin. Seventy-three percent of the participants considered the knowledge acquired during the course to be very useful in their daily work, but this number could be higher if they did not face difficulties related to technical and financial resources in their countries of origin. One hundred percent of participants have been disseminating the knowledge and skills acquired and improved in the TCTP Courses.

The Project is still in conformity with the National Policy on Quality and Productivity. It is also one of the priorities of the Japanese Cooperation with Brazil, as well as for the Program on Technical Cooperation – ABC and the Brazilian Ministry of Foreign Relations. The Project was considered by the evaluation team as highly relevant during the period of JY2001~JFY 2004.

The TCTP on "Integrated Management of Productivity" is a very important training program regarding the needs and policies of the targeted countries that are dealing with the overcoming of quality and productivity issues. Course participants are qualified to have an excellent overall view of the subject and are apt to disseminate the attained knowledge and skills in their home institutions. The continuous use of networking and cooperation among developing countries' participants and instructors of IBQP/PR is very important for the sustainability of the learning process that was started with the scope of the Course.

## **(3) Factors promoting sustainability and impact**

### **1) Factor concerning to Planning**

- The high management and execution capacity of IBQP/PR as the executive organization to carry out training courses, as well as its stable financial and technical resources;
- Selection of countries with similarity of culture, language and needs in the field of Productivity;
- Selection process of participants based on quantified criteria.

### **2) Factors concerning to the Implementation Process**

- Methodology and strategy adopted by IBQP/PR for the development of the Courses: objectives, structure, organization and support; as well as high instructor qualification;

- Permanent evaluation of contents, structure and instructors of the modules, adding suggestions and comments of participants and instructors;

- Quality of technical material provided during the training course to participants and adequate technical visit

### **3-4 Factors inhibiting sustainability and impact**

(1) Factors concerning to Planning : N/A

(2) Factors concerning to the Implementation Process : N/A

### **3-5 Conclusion**

The Project effectiveness and efficiency are considered highly satisfactory. The actions undertaken are likely to sustain mid-term benefits fostered by the Project, provided JICA resources can be ensured for the implementation of a new TCTP Project. The short-term impacts and immediate outcomes achieved by the Project after the training of professionals from Latin American and PALOP were evaluated as highly satisfactory.

These professionals have been using and disseminating the knowledge and technologies improved through the Courses, as long as there are proper technical, financial and infrastructure conditions for doing so. Exchanges of information and consultations have also been carried out among participants and with instructors of IBQP/PR.

The outputs achieved by the Project were technically adequate, occurred within the planned deadline and at lower costs than in other TCTP Projects held in this specialized field. The technical, administrative and budgetary allocations of IBQP/PR for the Project execution were considered highly satisfactory. The results and short-term outcomes achieved by the Project contributed to the very satisfactory achievement of the Purpose and Overall Goal of the Project.

IBQP/PR as an institution has its financial, technical and institutional sustainability ensured so that it can continue its activities in the field of Quality and Productivity.

The evaluation team considers the Project as highly successful and highlight the following Outputs that have been achieved during this period: participants are qualified to have an excellent overall view of the Integrated Management of Productivity (theoretical and practical contents); they are using and disseminating the knowledge, abilities and techniques in their home institutions; the participants considered the Course to be highly relevant and adequate to the needs and to productivity development policies in their home countries; and a network information interchange is quite operational among participants and instructors

### **3-6 Recommendations**

1- The main recommendation to the Brazilian counterpart refers to the continuity, in the forthcoming years, of this initiative in order to keep up with the Project results. Thus, it is recommended that IBQP/PR continue to: (i) provide mutual cooperation to participant countries of the TCTP Courses; (ii) be able to secure financial resources with third sources; and (iii) develop negotiations with other developing countries and JICA to ensure linkages for the sustainability of the new TCTP Courses.

2- In order to maintain high level of technology and keep up with current development of this field, IBQP/PR has to make maximum efforts to update their knowledge with modern know-how, researching and collecting information of excellent cases and exemplars inside and outside of Brazil.

### **3-7 Lessons Learned**

1- The selection process of participant countries should consider similar levels of economic and entrepreneurship development as a criterion.

2- The similarity of the culture, context and languages spoken by participants' countries, among one another and with Brazil has yielded a high degree of satisfaction and efficiency in the transference of knowledge and the exchange of experiences in this sector.

### **3-8. Follow-up Situation**

IBQP/PR is proposing the renewal of TCTP Project for another five-year period to JICA.