

# Terminal Evaluation

## Asia

### 1. Outline of the Project

**Country:**

Republic of Singapore

**Project title:**

Urban Environmental Management

**Issue/Sector:**

Environment

**Cooperation scheme:**

Third-Country Training Program

**Division in charge:**

Southeast Asia Division, Regional Department I

**Total cost:**

12 Million Yen

**Period of Cooperation**

Fiscal Year 1999 - 2001

**Partner Country's Implementing Organization:**

Technical Cooperation Department, Ministry of Foreign Affairs, Ministry of Environment, the Centre for Environmental Training (ENV-CET)

**Supporting Organization in Japan:**

Ministry of the Environment (MOE)

**Related Cooperation:**

Third-country Training Program; "Environmental Management"

### 1-1 Background of the Project

Singapore had implemented effective environmental policies during the period of her economic growth and had maintained a favorable urban environment. Based on this experience, the country had implemented the Third-country Training Program since 1994. In 1999, the Government of Singapore requested that the Government of Japan provide a third-country training program, Urban Environmental Management (the Training), with expanded targets to the Middle East and African countries. The Government of Japan responded to the request and implemented the Program within the framework of the Japan-Singapore Partnership Program for the 21st Century (JSPP).

### 1-2 Project Overview

The Training in urban environment management, implemented at (ENV-CET), targets middle-level officials engaged in urban environment management in Asian, African and Middle Eastern countries.

#### (1) Overall Goal

The participants take on major role in improving urban environmental management.

#### (2) Project Purpose

Participants improve their knowledge of and skills in urban environmental management.

#### (3) Outputs

- 1) Participants understand the strategy, activity and relevant laws to strengthen urban environmental management.
- 2) Participants understand the impacts on air, water and the soil of toxic and hazardous substances.
- 3) Participants understand the importance of increasing public awareness through education in urban environmental management.

#### (4) Inputs

Japanese side:

Short-term Experts	2
Local Cost	194,000 Singapore dollars (12 Million Yen)

Singaporean Side:

Counterparts	82
Local Cost	194,000 Singapore dollars (12 Million Yen)

#### (5) Participant Countries

Fiji, East Timor, Vietnam, Palestine, Jordan, Oman, Sri Lanka, India, South Africa, Indonesia, Tunisia, Papua New Guinea, Comoros, Botswana, and Barbados.

## 2. Evaluation Team

**Members of Evaluation Team** JICA Singapore office (Commissioned to Spire Research and Consulting Ltd.)

**Period of Evaluation** 18 January 2002 - 28 March 2002      **Type of Evaluation:** Terminal Evaluation By Overseas Offices

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

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#### (1) Relevance

The Training has been highly evaluated as relevant because the participation was limited to the countries which had insufficient environmental administration despite having prioritized environmental issues. In addition, Singapore was appropriate as the implementing country because a favorable urban environment had been maintained, the training environment was well organized, and Singapore had sufficient experience in implementing third-country training programs. According to a questionnaire survey (the collection rate of which was 32.6 percent, 16 out of 49 respondents), 94 percent of the participants completing the training responded that the content of the Program was relevant.

However, there was an opinion that the method utilized in Singapore might not be in line with the needs of Vietnam because among the participating countries, conditions in Vietnam lagged far behind those of Singapore, and the differences in development status might be closely linked to differences in priorities.

#### (2) Effectiveness

According to results of the questionnaire, 94 percent of the respondents said that the lectures, case studies and group discussions were useful, which demonstrates that the participants were satisfied with the content of the Program. Also, 79 percent said that they had utilized the acquired skills and knowledge in their work, indicative that the Project Purpose was, for the most part, accomplished.

#### (3) Efficiency

The course was efficiently implemented through the combination of the training management ability of the ENV, the implementing institution, visiting firms and skilled lecturers. Eighty percent of the respondents said that the Program was efficient because a wide range of subjects were covered over a short term. Ninety-four percent of the respondents said that the training textbooks and equipment were appropriate, 82 percent said that the Program was well organized, and 88 percent evaluated the lecturers having sufficient knowledge in their specialized fields.

#### (4) Impact

Most participants said that the Program had had positive impacts on their daily work. Sixty-eight percent, 13 out of 19 respondents, said that they utilized the knowledge and skills they acquired in the Program in many ways, such as disseminating information to colleagues, organizing reports, and opening seminars.

#### (5) Sustainability

The Implementing Organization has conducted more than 200 training courses a year and ENV has implemented a variety of high-quality seminars, which indicates that the course is highly sustainable.

### **3-2 Factors that promoted realization of effects**

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#### (1) Factors concerning Planning

1) The Project promoted realization of effects because the participating countries were limited to those which had insufficient understanding of environmental administration, given the wide sweep of training that is required to perform well in the field of the environment.

2) Cooperation effects were enhanced by the selection of ENV as the Program implementing agency, which is experienced in conducting training related to urban environments, and by the selection of participants in line with the course objective.

#### (2) Factors concerning the Implementation Process

Appropriate textbooks, training curriculum and the content of the training and easy-to-understand lectures promoted realization of effects.

### **3-3 Factors that impeded realization of effects**

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#### (1) Factors concerning Planning

The preliminary survey was partly insufficient in terms of ensuring the applicability of the training results. Especially, for participants from countries which do not have large urban cities, only part of the skills and knowledge acquired was applicable to their daily work. Also, in the case of Vietnam, home-country conditions differed from those of Singapore.

#### (2) Factors concerning the Implementation Process

In the evaluation of English ability, all participants rated themselves three or more on a scale of five grades. However, some of the trainees were not able to fully express themselves during presentation and question-and-answer sessions.

### **3-4 Recommendations**

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(1) All developing countries with large urban cities have problems in the field of urban environment, and "environment issues" are a JICA priority. It is effective to continuously implement the training in Singapore, the successful role model in this tropical zone.

(2) It is necessary to collect the information on target countries and make the objectives clearer. In the formulation of the lecture plans, the training purpose was too general.

(3) Singapore has sufficient assets to implement training in the urban environment. However, to make the training more applicable to participants it would be more useful if the process of problem solving includes examples of failures. This is due to the difficulty in applying the case of Singapore without reflecting differences in economic circumstances and, thus, differences in budget allocations for addressing environmental issues.

(4) The implementing organization should gather data quickly on how the participants utilize and implement the acquired knowledge and skills after termination of the training through questionnaires to determine the effects of the training and to feedback information for use in the next training.

(5) The implementing organization should offer detailed information on the Program in advance so that the participants will have time to prepare a country report.

### **3-5 Lessons Learned**

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(1) The implementing organization should consider methods such as those listed here to select the appropriate participants with proficiency in English: request that applicants submit their score on an international-level English ability test, and conduct applicant interviews, a practice which some JICA offices have already implemented.

(2) Program Design Matrix should be discussed and adopted by the implementing organization and should be understood by the participants at the commencement of the training course, so that the motivations of related organizations are unified to ensure accomplishment of the Overall Goal.

### **3-6 Follow-up Situation**

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The same training course was implemented in FY2002.