

Terminal Evaluation

Asia

1. Outline of the Project

Country:

Singapore

Project title:

Productivity Management

Issue/Sector:

Business Management

Cooperation scheme:

Third-Country Training Program

Division in charge:

Southeast Asia Division, Regional Department I

Total cost:

14 Million Yen

Period of Cooperation Fiscal Year 1997 -
2001

Partner Country's Implementing Organization:

Technical Cooperation Department, Ministry of Foreign Affairs, Singapore
Productivity and Standard Board (PSB)*

Supporting Organization in Japan:

Ministry of International Trade and Industry (MITI)

Related Cooperation:

Project-type Technical Cooperation; "Productivity Management"

Third-country Training Program; "Advanced Management Consultancy", "Management Consultancy"

1-1 Background of the Project

The Southern African Development Community (SADC) demonstrated determination to develop its industries and has aggressively addressed promotion of investments, development of medium and small size companies, and improvement of productivity management in recent years. However the SADC member countries, except for South Africa, had little experience in industrial development and needed the support of industrially developed countries. The Government of Japan had implemented the project-type technical cooperation; "Productivity Management", for the Singapore Productivity and Standard Board (PSB)* from 1983 to 1990. The PSB had implemented the third-country Training Program, "Advanced Management Consultancy", "Management Consultancy" for five years from FY1990 to disseminate the effect of the cooperation. The Government of Singapore recently has shown a positive attitude toward providing technical cooperation to South African countries. Based on the 21st Century (JSPP), the Government of Singapore together with the Government of Japan jointly implemented the third-country training program on productivity management for SADC member countries.

* The National Productivity Board(NPB)has been renamed the Singapore Productivity and Standard Board (PSB).

1-2 Project Overview

The Government of Japan, together with the Singapore Productivity and Standard Board (PSB) implemented the training program on productivity management for participants from South African countries who had more than three years of practical experience in the field of productivity management.

(1) Overall Goal

The participants take on major role in improving the productivity management of their organizations.

(2) Project Purpose

Participants acquire knowledge and the techniques of productivity at the government and industry level.

(3) Outputs

- 1) Participants understand the concept of productivity and the impact of productivity improvement.
- 2) Participants understand the application of productivity through observation in Singapore.

(4) Inputs

Japanese side:

Short-term Experts	5
Local Cost	19,200 Singapore dollars (14 Million Yen)

Singaporean Side

Counterparts	17
Local Cost	19,200 Singapore dollars (14 Million Yen)

(5) Participant Countries

Angola, Botswana, Congo, East Timor, Ghana, Republic of Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe.

2. Evaluation Team

Members of Evaluation Team JICA Singapore office
(Commissioned to Acequia Information Services)

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

3. Results of Evaluation

3-1 Summary of Evaluation Results

(1) Relevance

Before the Course was launched, a research group had been dispatched to countries in South Africa to establish the outline of the Course in line with their needs through interviews. It was relevant that Singapore was selected as the Course implementing country, because the training environment was well organized, because Singapore was a successful example of technical transfer from Japan and experienced in the implementation of Third-country Training Programs.

It is judged that the content of the Course was accurately arranged to meet the target countries' needs because 89 percent of the ex-participants who completed the course and responded the questionnaire survey (the response rate was percent, 36 out of 70 respondents) said that the content of the Course had been appropriate.

(2) Effectiveness

According to the results of the questionnaire survey, 61 percent of the respondents said that the proportion of theory and practice was appropriate, while 36 percent said more practice was needed. Over half of the respondents said that the level of knowledge, the subjects, and the duration of the Course were just right. Also 89 percent of the respondents said that they had applied the knowledge acquired in the Course. Based on the above indicators, the training objectives were, for the most part, accomplished.

(3) Efficiency

The training management ability of the PSB, the training facility, visiting firms and excellent lecturers were effectively combined to contribute to efficient implementation of the training course. Over half of the respondents said that they were satisfied with the level and management of the Course and visiting firms. According to answers from the PSB and former participants, it can be concluded that the input of the Course was efficient. However, in spite of the efforts of JICA and the Ministry of Foreign Affairs in screening the applications, some participants were not proficient enough in English to sufficiently understand the course content.

(4) Impact

The results of the survey indicate that 81 percent (32 out of 36 respondents) had utilized the knowledge and technology acquired through the Course. Twenty-five percent (8 out of 32) had organized workshops, 3 percent (1 out of 32) had organized Course reports and 69 percent (22 out of 32) had applied their knowledge and the technology in their organizations. Judging from these indicators, the training effects were widespread within the organizations of participants.

The participants were middle to high-level officers from governmental organizations such as the Ministry of Labour or national agencies for productivity. They were in excellent positions to disseminate the acquired skills and knowledge in their home country. Therefore, the Course had positive impacts on policy, organization and management.

(5) Sustainability

Survey results indicate that more than half of the respondents utilized the acquired knowledge and skills to their daily work after returning home. Moreover, the majority of participants disseminated the knowledge or skills learned in the course by using the textbooks or notes, by sharing the knowledge and skills with others, and by writing manuals and reports on what they learned for the benefit of others in their country.

3-2 Factors that promoted realization of effects

(1) Factors concerning Planning

The African countries south of the Sahara desert seek introductory training in productivity management. The effect of the Course was enhanced by the fact that the pre-project research had been well conducted to grasp the need of these areas, and those trainees who from these countries had been mainly selected as participants.

(2) Factors concerning the Implementation Process

The following factors enhanced the effects of the Course: the PSB invited experienced lecturers in productivity improvement and PSB selected the visiting firms, which were always ranked high in productivity. Also, the participating countries sent the appropriate middle-to-high-level officers as participants.

3-3 Factors that impeded realization of effects

(1) Factors concerning Planning

N/A

(2) Factors concerning the Implementation Process

- 1) The PSB could not have been aware of the requests for more practice than theory until the terminal evaluation.
- 2) All applicants rated their English ability as three on a scale of five grades. However, some of the participants rated level three or four were unable to express opinions at their presentation and at question-and-answer sessions.

3-4 Recommendations

(1) Continuous training is necessary in order to disseminate the concept of the productivity management in the African countries.

(2) The PSB should consider the suggestions of participants, such as the follows: 1) the course content should be more practical so that the participants can apply the knowledge they acquire through the course, 2) the course should give more time for the learning the details of the scientific technology, 3) the course should have more visiting firms and 4) the PSB should enhance the follow-up of former participants.

3-5 Lessons Learned

(1) The implementing organization should conduct questionnaire surveys in order to understand how former trainees used their acquired knowledge and skills in their organization after returning home and reflect the answers in the revised curriculum for the next year.

(2) JICA and MFA should continue their efforts in maintaining the standards of the application and selection process in order to select applicants with the necessary qualifications. For example, some methods should be considered such as requiring the score of an international level English proficiency test and interviewing participants, as some JICA office already do.

(3) The training course should be more applicable to daily work by reflecting the suggestions indicated in the questionnaire for former participants.

3-6 Follow-up Situation

The same course was implemented in FY2002.