

Terminal Evaluation

Asia

1. Outline of the Project

Country:

Singapore

Project title:

Management of Productivity and Quality for SMEs

Issue/Sector:

Business Management

Cooperation scheme:

Third-Country Training Program

Division in charge:

Southeast Asia Division, Regional Department I

Total cost:

7 Million Yen

Period of Cooperation

Fiscal Year 1999 - 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:

Third-country Training Program; "Advanced Management Consultancy", Productivity Management (for African countries)", "APEC-PFP Management Consultancy for Small and Medium Enterprises" Project-type Technical Cooperation; "Productivity management"

1-1 Background of the Project

Small and medium size enterprises in Asian countries have played a major role supporting their nation's economy. But as business operations become more and more globalized and international markets more and more competitive, it has been essential for these countries to develop a management strategy and improve productivity in order to promote the small and medium size enterprises (SMEs) and to ensure their survival. Addressing these issues, the government of Singapore together with the Government of Japan implemented the Third-country Training Program, "Management of Productivity and Quality for SMEs (the Program)" based on the Japan-Singapore Partnership Program for the 21st Century (JSPP).

1-2 Project Overview

The Government of Japan together with the PSB implement the Third-country Training Program on management of productivity and quality which targets officials mainly from Asian countries who are engaged in management of productivity and quality for SMEs.

(1) Overall Goal

The participants play a major role of improving management productivity and quality for SMEs in their organizations.

(2) Project Purpose

Participants improve their knowledge and techniques in management consultation in the field of productivity and quality for SMEs.

(3) Outputs

- 1) Participants understand specialized consultancy techniques and skills.
- 2) Participants understand the systematic identification of operational deficiencies and go on to develop practical solutions to enhance profitability and sustain the growth of SMEs.

(4) Inputs

Japanese side:

Short-term Experts	2
Local Cost	108,000 Singapore dollars (7 Million Yen)

Singaporean Side:

Counterparts	29
Local Cost	108,000 Singapore dollars (7 Million Yen)

(5) Participant Countries

Cambodia, Indonesia, Jordan, Lao, Myanmar, Palestine, the Philippines, Thailand and Vietnam

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

Many Asian countries have a development policy that includes the expansion of industries, especially the promotion of SMEs. Therefore, the social need for the Project, which targets middle-management officials from Asian countries, is relatively high. Selecting Singapore as the implementing country was appropriate because Singapore is an example of the successful transfer of technology from Japan and active implementation of Third-country Training Programs.

(2) Effectiveness

According to a questionnaire survey for participants completing the Training, 80 percent (15 out of 19) of the respondents said that the content of the Training was appropriate. Eighty percent of the respondents also indicated that they had transferred the knowledge and skills acquired in the training at workshops and had used them in their daily work. Therefore, it is considered that the project purpose was, for the most part, achieved.

(3) Efficiency

The training was relatively effective because 68 percent of respondents (13 out of 19) said that the level of lectures was appropriate. Some of the respondents (58%) mentioned that the proportion of theory and practice was appropriate, while 37 percent answered that it was inappropriate. Some participants lacked proficiency in English, which might have limited their achievement.

(4) Impact

As described above, the participants mentioned that they had applied the acquired skills to their daily work, and shared their knowledge with colleagues. This demonstrates that some positive impacts can be seen at the workplace. On the other hand, specific examples of positive impact were not reported, and continuous monitoring must be conducted.

(5) Sustainability

Technical sustainability can be expected. The participants utilized their acquired knowledge and skills in their daily work in the

planning of training, revision of productivity standards and preparation of reports on improving the situation in their countries. In other words, participants are the acquired knowledge and skills with those working in relevant industries.

3-2 Factors that promoted realization of effects

(1) Factors concerning Planning

The selection of PSB as the training implementing organization, via which Japan had transferred technology in the past, enhanced the Project effects.

(2) Factors concerning the Implementation Process

N/A

3-3 Factors that impeded realization of effects

(1) Factors concerning Planning

N/A

(2) Factors concerning the Implementation Process

The PSB was not aware of the need of some participants who wanted more practice than theory until the time of terminal evaluation. As the applicant volunteer noticed with regard to English ability, some participants lacked proficiency in English, which might have limited achievement of effects. The response rate of the questionnaire polling participants was 42 percent. Therefore, it was difficult to confirm specific impacts after termination of the Program.

3-4 Conclusion

The Program was implemented successfully for participants mainly from organizations in Asian countries. The content of the training for the most part satisfied the needs of the participating countries and the participants disseminated the acquired knowledge and skills and applied them in their daily work. However, some trainees had a language problem. To make the training course more effective, it is necessary to increase the response rate of questionnaires to-participants and to reflect the results of the questionnaire in the curriculum of the next training.

3-5 Recommendations

(1) It is necessary to reflect the requests of the participants appropriately, because the approach to the "promotion of SMEs" differs from country to country. The participants suggested "to increase the visiting opportunity of SMEs", "to introduce video materials" and "to ensure sufficient discussion time".

(2) It is essential, for the development of effective training, to select participants who have a sufficient understanding of English. The implementing organization should request that the participating country select applicants demonstrating an English ability and consider requiring a certain level of achievement with regard to a standard English proficiency test and implement testing at the time of interview, which some JICA offices already do.

3-6 Lessons Learned

N/A

3-7 Follow-up Situation

The same course was implemented in FY2002.