

# Terminal Evaluation

## Asia

### I. Outline of the Project

- Country: Singapore
- Project title: E-commerce Training Course
- Issues/Sector: Business and Trade
- Cooperation scheme: Third-country Training Program
- Division in charge: Regional One Department South-East Division
- Total cost: 13,646,000Yen
- Cost per participant: 310,000Yen
- Share of Japan' contribution: 50%
- Period of Cooperation FY2000-2002
- Partner Country's Implementing Organization: Technical Cooperation Directorate-Ministry of Foreign Affairs of Singapore (MFA-TCD)
- Supporting Organization in Japan: Japan International Cooperation Agency
- Related Cooperation: Third-country Training Program "Information Technology for Administrative Officers "

### 1. Background of the Project

Based on the agreement entitled "the Japan-Singapore Partnership Program for the 21<sup>st</sup> century (JSPP21)" which is concluded between the Government of Japan and the Government of Singapore, JICA and the Technical Cooperation Directorate-Ministry of Foreign Affairs of the Government of Singapore (MFA-TCD) have been jointly implementing third-country training programs (TCTP). Under TCTP, participants from developing countries are invited to Singapore to participate in various training courses. The cost of the program is shared equally between JICA and MFA-TCD.

In fiscal year 2002, a total of 17 training courses were offered to developing countries in Asia, Africa, South Pacific and Latin America regions under TCTP. One of the training programs offered was in the area of E-Commerce (EC).

### 2. Project Overview

The objectives of the program are to equip participants with the knowledge and skills.

#### (1) Outputs of the Training Program

- Understand the basics of the Internet and its applications
- Use HTML and other web-based technologies to develop static and dynamic web pages
- Understand how the different e-commerce business models work
- Understand the building blocks in e-commerce infrastructure
- Conceptualize and develop an e-commerce framework, policies and strategies
- Understand how electronic payment systems work and the associated technologies and infrastructure

#### (2) Inputs

##### Japanese side:

Short-term Expert	1	Total cost	14,000,000Yen
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##### Singapore's side:

N/A

## II. Evaluation team

Members of Evaluation Team

- Mr Leon Khor - Senior Vice President, ITIS
- Mr Tan Chee Peng - E-Commerce Specialist, ITIS
- Mr Andy Goh - Senior Manager, ITIS
- Mr Vicky Mukhi - Program Executive, ITIS

Period of Evaluation

1 December 2003 - 31 March 2004

Type of Evaluation:

Terminal Evaluation

## III. Results of Evaluation

### III-1. Achievement of the Training Program

Overall, the participants rated the course highly in terms of its content and organization. It was generally felt that the program, content and organization had exceeded their expectations by broadening, in great measure, the scale and scope for new ways of approaching the challenges and understanding of e-commerce. Apart from the technical contents and its package of information, the course also attempted to relate the knowledge to operative examples through external visits to organizations in both the public and private sectors. These visits were intensely valued as informative by the participants.

### III-2. Evaluation Results

#### (1) Analysis on the Achievement in terms of Outputs

The result of our study indicates that the program has been efficient and effective in meeting the program objectives of the course provider as well as the participants in terms of the allocated resources. The feedback from the respondents of the questionnaire survey also revealed that the program is relevant to their area of work and has created an impact on their organization through engaging in and introducing new framework and tools to support and implement the e-commerce policies in their respective countries.

#### (2) Relevance

Many of the participants rated that the training program has been generally relevant to their work. Certain topics have a higher degree of relevance, depending on the job functions of the respective participants.

### 2. Factors promoting sustainability and impact

#### (1) Factors concerning to Planning

The key positive factors indicated by the participants include the high quality of the course content as well as its accompanying delivery. They also rate the various external visits as useful in providing them an informative perspective on the application of e-commerce.

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

- High quality of course contents, framework, and instructors were promoted the achievement of project purpose.
- Practical training of HTML and site visit of co-government organization and private companies promoted overall understanding of training.

### 3. Factors inhibiting sustainability and impact

#### (1) Factors concerning to Planning

None.

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

Factors highlighted that have an inhibiting effect include earlier notice on the acceptance of participants, as this will facilitate their early preparation. Other factors highlighted were language proficiency but recent courses indicate that this issue is improving. Another factor raised by the trainers was that participants came from diverse backgrounds i.e. some were very technical inclined while others were not. This resulted in trainers trying to balance the content to suit both groups.

## 4. Conclusion

Most of trainee responded quite positively for the impression of the training, as well as the evaluation result by the training organization. The needs of trainee matched with the course contents.

## **5. Recommendations**

The e-commerce program is timely in light of the respective countries' development in information communication technology (ICT). As this program is aimed at government officials, it is recommended that topics on national ICT master, institutional capacity development and private-public sector collaboration be included as well. This will help provide government officials an understanding of the role they can play in developing their country's ICT capabilities.

In addition, it is also recommended that separate e-commerce programs be conducted. For officials involved in policy formulation, a more holistic program be conducted and pitched at a strategic level. For IT professionals, a different course with emphasis on hard skills can be developed.

## **6. Lessons Learned**

Lessons learned regarding situations in evaluated countries and sectors

The success of these countries in develop e-commerce would hinge non their ability to develop appropriate ICT infrastructure namely, telecommunication infrastructure, mobile phone networks and so forth.

In addition, the other area would be the ability to increase the connectivity rate of their population unto the Internet. This is reflected in terms of the number of Internet Service Providers (ISPs) as well as the level of telephone density.

In terms of institutions, there is still area for improvement in developing their capacity, especially in areas of planning, developing and implementing appropriate policies to support their ICT Master Plan.

Lessons learned regarding project management

Lessons learnt from implementing this project include :

- Developing suitable questionnaires to elicit the necessary responses. This is especially so where the participant's proficiency of English is varied.
- Obtaining the responses from participants was not an easy task. However, while we were able to obtain a acceptable level of responses from the participants from the 2001 and 2002 cohorts, response rate from the 2000 cohort was poor. Therefore we would like to recommend that terminal evaluation studies be carried out no later than 1 year after the training program ends.

## **7. Follow-up Situation**

This course will continue to 2004.