

Asian Productivity Organization

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PROJECT NOTIFICATION

22 May 2012

1. **Project Code:** 12-RP-22-GE-IMP
2. **Title:** Impact Evaluation Study
3. **Duration:** Five months
4. **Implementing Organization:** APO Secretariat
5. **Participating Countries:** Member countries
6. **Submission Deadline:** 15 June 2012
(Please submit the completed forms in Attachment 1 by this deadline. For details, refer to Section 12, Actions by National Productivity Organizations (NPOs))

7. **Objective:**
To conduct impact evaluations (IEs) of APO projects implemented in 2010 and 2011.

8. **Background:**
IE is an assessment of how the intervention being evaluated affects outcomes, whether these effects are intended or unintended. The APO IE aims to assess the effects of APO projects, particularly how they have benefitted the participants and organizations in member countries. To ensure the objectivity and accuracy of IE reports, in 2009 the APO Secretariat introduced new measures to improve its evaluation methodology. This includes assigning an external expert as an independent third party to carry out the IE study. As part of the new methodology and to supplement the online questionnaire-based survey the third party conducts onsite evaluations of individual-country projects such as demonstration projects and Technical Expert Service (TES) recipient companies. In addition, face-to-face interviews are conducted with the participants in previous multicountry projects and their supervisors as well as executives of the demonstration and TES companies to validate the findings of the online survey and obtain additional insights into the impact of APO projects.

The 2010 IE was a continuation of the 2009 study but with several improvements in the methodology such as focusing even more on the evaluation of multiplier effects and identifying breakthrough innovations in APO projects. Continual improvements to the study such as improving survey questionnaires, and adding a separate questionnaire for e-learning courses were made. To obtain even more meaningful insights into the impact of APO projects in a cost-effective way, the IE methodology for 2012 study will refine the selection procedure

for projects and participants for interviews, number of participants and their supervisors to be interviewed, use of Skype videoconferencing for interviews whenever possible, conducting onsite evaluation of demonstration and TES companies only where the effects of APO intervention are visible, and improving the survey questionnaires. The details of the scope and methodology are given below.

9. Scope and Methodology:

Scope:

The evaluation will cover both multicountry and individual-country projects implemented in 2010 and 2011. Evaluation plans for the respective project types are given below.

Multicountry projects

The study will include multicountry projects with training elements such as training courses including e-learning training courses, workshops, seminars, and multicountry observational study missions. The IE to be conducted among multicountry project participants will include:

- 1) Adequacy of course content;
- 2) Impact of the training on the individual, organization, and industry;
- 3) Assessment of resource persons;
- 4) Transfer of knowledge and multiplier effects generated;
- 5) Assessment of course administration and support of participants' welfare; and
- 6) Points that can be useful for the APO, NPO, course organizers, and future course participants to increase the impact of APO projects.

The study will be conducted through survey questionnaires developed by the external expert in coordination with the Secretariat. In addition to the survey questionnaire, the evaluation will include face-to-face interviews and/or Skype interviews of selected participants and their supervisors by the evaluation team.

Individual-country projects

The evaluation of individual-country projects such as demonstration, TES companies, Bilateral Cooperation Between NPOs, and Individual-country Observational Study Missions will include:

- 1) Relevance of projects;
- 2) Quality of and satisfaction with the intervention of the APO through expert services;
- 3) Bottlenecks identified and productivity tools, techniques, and methodologies introduced for problem solving by the expert;
- 4) Specific knowledge and skills gained from the project; and
- 5) Quantitative and qualitative analysis of the impact of the project on organizational improvement with regard to a) production/operations in terms of changes in labor productivity, efficiency, defect rate, inventory turnover, etc.; b) finances such as increased sales volume, revenue/profitability, etc.; and c) organizational culture and employee morale.

The evaluation of individual-country projects will be conducted via a questionnaire survey followed by Skype/face-to-face interviews of the executives of the demonstration and TES companies/organizations. The onsite evaluation will be conducted by the external evaluator, assisted by APO Secretariat staff and, if necessary, a national expert to be designated by the concerned NPO.

Methodology:

- 1) Appointing an external expert with proven competence and substantial experience in conducting project IE such as developing survey instruments, conducting the survey and

information/data analysis, preparing a report for the APO, and coordinating with NPOs and other team members where applicable.

- 2) Undertaking onsite evaluation by visiting demonstration and TES companies/organizations in member countries to collect relevant, accurate information and validate onsite any information provided by the questionnaire respondents when needed.
- 3) Conducting face-to-face or videoconferencing interviews via Skype with selected past project participants and their supervisors to collect additional information and validate the information provided through the survey questionnaire.
- 4) Developing and conducting an online questionnaire survey for companies/organizations that received individual-country projects including demonstration and TES companies.
- 5) Developing and conducting an online questionnaire survey for participants in APO multicountry projects with training elements.
- 6) Involving NPOs in evaluating the impact of projects in member countries. NPO assistance will be required to facilitate communication and set schedules with the respondents (participants and their supervisors) to be interviewed by the evaluation team and to assist the evaluation team for the entire duration of the face-to-face interviews and/or onsite evaluations wherever applicable.

10. Work Schedule:

May/June

The expert completes questionnaire development and submits the questionnaires to the APO Secretariat for review, editing, and final approval.

June/July

The APO Secretariat distributes questionnaires among multicountry project participants and individual-country project (demonstration and TES companies/organizations) executives and transfers the collected questionnaires to the expert.

July/August

The expert conducts interviews of the selected multicountry project participants and their supervisors as well as executives of the demonstration and TES companies.

September

The expert analyzes the data and information, prepares a report, and submits the integrated report as well as a summary report to the APO Secretariat before/by 28 September 2012.

11. Task Assignments:

Tasks of the Expert

- 1) Selection of participants and demonstration and TES projects for interviews in consultation with the APO Secretariat;
- 2) Leading the evaluation team to conduct onsite evaluations of demonstration and TES companies;
- 3) Conducting face-to-face/Skype interviews with selected project participants and their superiors;
- 4) Developing questionnaires for multicountry projects including training courses, e-

- learning training courses, workshops, seminars, and multicountry observational study missions for survey among the participants and their supervisors;
- 5) Developing questionnaires for individual-country projects including demonstration and TES completed in 2010 and 2011 (the Secretariat will provide the list of projects for the period under study);
 - 6) Developing a questionnaire for NPOs/NPO coordinators of APO projects;
 - 7) Inputting and analyzing the data collected; and
 - 8) Preparing and submitting an integrated IE report and executive summary to the APO Secretariat.

Tasks of the APO Secretariat

- 1) Collating the list of participants in the multicountry projects to be included in the study and list of demonstration and TES projects implemented in 2010 and 2011;
- 2) Distributing online questionnaires to participants;
- 3) Receiving the submitted data and forwarding the data to the team of evaluators;
- 4) Compiling a list of demonstration and TES companies/organizations to be visited and/or interviewed and a list of interviewees for the external expert;
- 5) Designating one Secretariat officer to be attached to the expert team conducting onsite evaluation; and
- 6) Printing and distributing the IE study report to the Workshop Meeting of Heads of NPOs to be held in October 2012 and APO Directors.

Tasks of the NPOs

- 1) Facilitate the Secretariat/external expert in communicating with the respondents (participants and their supervisors) as well as in scheduling and conducting the interviews of selected participants and their supervisors;
- 2) Facilitate the Secretariat/external expert in communicating with the executives of the demonstration and TES companies for the questionnaire survey, scheduling and conducting face-to-face interviews/Skype interviews, and scheduling and conducting onsite evaluation;
- 3) Making logistic arrangements for the evaluation team including accommodation and transport;
- 4) Assigning a local coordinator to the team for the entire duration of the onsite evaluation and face-to-face interviews;
- 5) Facilitating the APO Secretariat in conducting questionnaire surveys of individual-country projects including demonstration and TES projects; and
- 6) Facilitating any other activity for the purpose of conducting the IE study.

12. Actions by NPOs:

- (a) Each NPO is requested to provide the latest contact information for the demonstration and TES companies that completed projects in 2010–2011 in the form provided in Attachment 1. Sample companies for onsite evaluation/interview of executives will be selected by the external expert.
- (b) Please note that not all the selected participants of the past APO multicountry projects and/or demonstration and TES companies will necessarily be interviewed/evaluated. An updated list of multicountry project interviewees and demonstration and TES companies will be shared with the concerned NPOs on a continuous basis to request their logistic support in a timely manner.
- (c) Upon the finalization of the lists, NPOs will be requested by circular letter to: 1) schedule

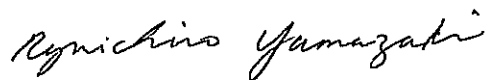
interviews and/or onsite evaluations; 2) make logistic arrangements for the evaluation team including accommodation and transport; and 3) assign a local counterpart to assist the evaluation team if necessary for the entire duration of the onsite evaluation and face-to-face interviews.

- (d) The submission deadline for the completed form provided in Attachment 1 is 15 June 2012.
- (e) As soon as they are developed, questionnaires for demonstration and TES companies will be e-mailed to the executives identified in the form (Attachment 1) with copies to the APO Liaison Officers for follow up to ensure timely submission of the completed questionnaires forms.

13. Financial Arrangements:

To be borne by the APO

- 1) All assignment costs of the expert and a team of evaluators for onsite evaluations and face-to-face interviews; and
- 2) All local implementation costs.



Ryuichiro Yamazaki
Secretary-General

Reference: 12-RP-22-GE-IMP: Impact Evaluation Study

List of Demonstration and TES Companies/Organizations

Notes:

- Include only those companies/organizations that completed an APO demonstration or TES project in 2010 and 2011. Add additional pages or spaces if needed.
- Type or print in uppercase (capital) letters.

Country: _____

A. Demonstration Companies/Organizations		
1	Demonstration company (name and address)	
	Project theme, year of completion, and duration	
	Contact information	Name of person: e-mail: Phone: Fax: Homepage (if available):
2	Demonstration company (name and address)	
	Project theme, year of completion, and duration	
	Contact information	Name of person: e-mail: Phone: Fax: Homepage (if available):
3	Demonstration company (name and address)	
	Project theme, year of completion, and duration	
	Contact information	Name of person: e-mail: Phone: Fax: Homepage (if available):
B. TES Consultancy Recipient		
1	TES company (name and address)	
	Project theme, year of completion, and duration	
	Contact information	Name of person: e-mail: Phone: Fax: Homepage (if available):
2	TES company (name and address)	
	Project theme, year of completion, and duration	
	Contact information	Name of person: e-mail: Phone: Fax: Homepage (if available):
3	TES company (name and address)	
	Project theme, year of completion, and duration	
	Contact information	Name of person: e-mail: Phone: Fax: Homepage (if available):

Note:

Please fill out the form and e-mail it to the Research & Planning Department at rp@apo-tokyo.org by 15 June 2012.