

Trainers in Tourism Management



Project Sites Singapore

1. Background of Project

In the Asia-Pacific area, the importance of the tourism industry is highly recognized and each country strives to increase its number of tourists. However, in many of these countries, due to the lack of experienced human resources, it is difficult to achieve the proper planning for tourism development and promotion. Therefore, it is necessary to develop a tourism policy that works towards increasing the revenue from tourism while satisfying conditions including the preservation of natural and social environment. With this background, it was decided that the relevant training would be carried out in Singapore where the tourism industry has already been well-developed. In September 1997, the R/D (the Record of Discussion) was signed and exchanged for the execution of this training based on the Japan Singapore Partnership Program for the 21st century (JSPP21)¹⁾.

2. Project Overview

(1) Period of Cooperation

FY1997 – FY2000

(2) Type of Cooperation

Third-country Group Training

(3) Partner Country's Implementing Organization

Technical Cooperation Division at the Ministry of Foreign Affairs
Temasek Polytechnic

(4) Narrative Summary

1) Overall Goal

The training participants play a major role in human resource development for those who are associated with the tourism industry in their country.

2) Project Purpose

The trainees' skills and knowledge on fostering workers engaged in the tourism are improved.

3) Outputs

- A training course for those who are engaged in the tourism industry is designed.
- Effective teaching methods for training of those engaged in the tourism industry are acquired.
- Teaching methods that are suitable to their country are chosen from the acquired ones and utilized.

4) Inputs

Japanese Side

Short-term experts	4
Local cost	14 million yen

Singaporean Side

Instructors	12
Staff	5
Local cost	14 million yen

(5) Participant Countries

Cambodia, Egypt, Fiji, India, Indonesia, Laos, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Sri Lanka, Vietnam, East Timor, and Mauritius.

3. Members of Evaluation Team

JICA Singapore Office
(Commissioned to Acequia Information Services)

4. Period of Evaluation

4 December 2000 – 31 March 2001

5. Results of Evaluation

(1) Relevance

Recently, in many countries in the Asia-Pacific area, there is an attempt to increase the number of tourists by means such as establishing "the year of tourism." It is quite significant to conduct the training in Singapore, where the tourism industry is well-developed.

(2) Effectiveness

According to the questionnaires from the training participants who returned to their own countries (28 out of 58 targeted replied, with a reply rate of 49%), nearly 90% of the participants answered that their skills for training people in the tourism industry had improved due to the program. Moreover, when asked about the applicability of this training, almost all of the trainees answered that it was useful for their work. Therefore, the effectiveness of this course is highly recognized.

(3) Efficiency

Analyzing from the comments of the person in charge of Temasek Polytechnic and the expenses, the training is recognized as being high in quality and efficiency.

However, the selection of the training participants remains an issue. For this training program, there has not been an appropriate selection of participants. A lecturer suggested that the training should be aimed exclusively at high-ranking officers from the tourism department and teachers from specialized schools of tourism.

(4) Impact

According to the results of the questionnaire, 97% of the respondents answered that they utilized the knowledge and skills obtained from this training for their work, and all shared their acquired knowledge with other people. 64% made manuals with the knowledge they obtained.

Almost 90% of the trainees' bosses who answered the questionnaire commented that the trainees' performance had been improved by their participation in the training. Therefore, this project had a great impact on the policy, system, and the administration of the tourism related fields in each country.

(5) Sustainability

According to the questionnaires from trainees and their bosses, 96% of the ex-trainees continue to work in tourism administration, and nearly 90% work for the same organization as before. 75% are using the textbook from this training program for their daily work, and 64% compiled the acquired knowledge in some kind of a report or a



End-of-training ceremony

manual.

Considering all of these aspects, the effects of this project are sustainable enough.

6. Lessons Learned and Recommendations

(1) Recommendations

It is necessary to choose Japanese lecturers who are suitable for the required contents derived from the analysis of the evaluation carried out after training each year.

When training participants are selected, special attention must be paid to their positions in their organizations and their ability of the language used in training, English.

7. Follow-up Situation

Based on the recommendations given above, the tourism English course was established in fiscal year 2000 for trainees from Cambodia, Laos, and East Timor, whose English ability was insufficient. The selection of Japanese instructors was also made to appropriately respond to the required training subjects.

¹⁾ This is a framework for assisting the economic development of developing countries, which was set up in 1997 to effectively combine human resources, technology, and the funds of both Japan and Singapore.

Aeronautical Information Services



Project Sites Singapore

1. Background of Project

In many countries in the Asia-Pacific area, the aeronautical information processing system has not yet been computerized. Only an elementary aeronautical information service (AIS) is provided to aircraft operators via Teletype and mail, and there is a high demand for an advanced aviation service that includes automation. Under such circumstances, Singapore has been promoting automated systems by constructing aeronautical information databases for the Asia-Pacific area in order to establish a position as "the center of the regional AIS system." The Singaporean Government considers it very beneficial to conduct training for the aeronautical information system in Singapore, as it contributes to the standardization of the AIS in the Asia-Pacific area. Thus, the R/D was signed and exchanged for the training in September 1997 conforming to the "Japan Singapore Partnership Program for the 21st Century (JSPP21) ¹⁾".

2. Project Overview

(1) Period of Cooperation

FY1997 – FY2001

(2) Type of Cooperation

Third-country Group Training

(3) Partner Country's Implementing Organization

Technical Cooperation Division, Economic Cooperation Bureau, the Ministry of Foreign Affairs
Singapore Aviation Academy(SAA)

(4) Narrative Summary

1) Overall Goal

The aeronautical information service of the Asia-Pacific countries is improved via training that increases the participants' knowledge and understanding of technology as required for aeronautical information officers.

2) Project Purpose

Knowledge and techniques about AIS are improved among the training participants.

3) Outputs

- The training participants acquire specialized knowledge and technology for AIS.
- The training participants function effectively as AIS officers.

4) Inputs

Japanese Side

Short-term experts	5
Training expenses	approx. 32 million yen

Singaporean Side

Instructors	33
Training expenses	approx. 32 million yen

(5) Participant Countries

Bangladesh, Bhutan, Cook Islands, Fiji, Laos, Marshall Islands, Myanmar, Nepal, Papua New Guinea, Samoa, Solomon Islands, Sri Lanka, Tonga, Vanuatu, and Vietnam.

3. Members of Evaluation Team

JICA Singapore Office
(Commissioned to Acequia Information Services)

4. Period of Evaluation

4 December 2000 – 31 March 2001

5. Results of Evaluation

(1) Relevance

Many Asia-Pacific countries depend on elementary AIS such as mailing. Therefore, they demand advanced AIS that includes computerized systems. According to the survey carried out on the training participants after their return (32 out of 57 training participants replied), 56% of the respondents indicated that "the training was

useful and appropriate for the actual work," and 53% replied that "the knowledge acquired can be applied to their actual work." Hence, this training is assumed to satisfy their needs, and its relevance is confirmed.

(2) Effectiveness

A total of 57 people have participated in the training over a four-year period. Lectures were conducted on 23 subjects including the function of the NOTAM (Notice To Airman) office, AIP (aeronautical information publication) and its correction, and the CNS/ATM (Communication, Navigation, Surveillance/ Air Traffic Management) summary. According to the survey mentioned above, 44% of the respondents reported that they wrote textbooks or manuals after their return based on the acquired knowledge and experience from the training. 44% replied that they use the textbook from the training course for their daily tasks. On the other hand, 12% answered that they have not written any textbooks nor manuals, and 12% replied that they have not referred to the textbook for the daily work.

Regarding their supervisors' opinions, 56% of the supervisors evaluated the AIS activities of their organization as having been greatly improved due to their subordinates' participation in the training program.

(3) Efficiency

As a whole, the input was used appropriately and economically, and the standard of the training was high. This training is assumed to have achieved a high efficiency.

More than 50% of the trainees responded gave high ratings to the level of training, the quality of the lecturers, and the convenience of the training facility, as a result of the SAA having made serious efforts for the training program. Only 2% of the respondents remarked that they had some dissatisfaction. SAA instructors reported that no communication problems were caused by language barriers, and the participants' preliminary knowledge about the AIS training reached a certain level. They concluded that there were no problems that influenced the efficiency of the training.

(4) Impact

The training had a direct impact in terms of leading the participants to a level where they could perform their tasks with the ICAO (International Civil Aviation Organization) standard. An indirect impact can also be seen in the diffusion of AIS knowledge to the participants' colleagues and other co-workers. In the questionnaire, 47% of the responded trainees answered that they shared the knowledge acquired in their training with other people, including colleagues. Another impact is that an agreement over the AIS information procedure was enacted between the Cook Islands and the surrounding areas, although only six participants from the Cook Islands



Singapore Aviation Academy

attended the trainings.

(5) Sustainability

At the time of the evaluation, all respondents answered that they were continuously engaged in aviation-related jobs, and 49% of them were engaged in AIS activities. The number increased to 53% along with the number of workers at ATC (Aviation Control System) and ATS (Air Traffic Services). Some of the participants who were excluded from the above numbers were promoted to manager positions at airports or advisor positions.

In addition to these facts, knowledge on AIS is assumed to settle as the outcome of the training programs are widely diffused in each participating country through manuals written by the participants and through on-the-job training.

6. Lessons Learned and Recommendations

(1) Recommendations

According to the survey, only 49% of the ex-trainees and 56% of their supervisors knew that the training was carried out with JICA's assistance. We need to reflect on this fact. It is also necessary to steadily promote public relations keeping in mind the promotion of "help with a human face".

7. Follow-up Situation

As recommended above, an introduction of JICA by the JICA office was included in the training course executed in fiscal year 2001.

¹⁾ This is a framework for assisting the economic development of developing countries, which was set up in 1997 to effectively combine human resources, technology, and the funds of both Japan and Singapore.