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for a sustainable future

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Nomisma

UNIDO

Joint-Learning Program for Development Agents

Project: US/GLO/95/144 – UNIDO/ITALY

Evaluation Report

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The participants

The workshop on the Italian SME experience took place between September 28 and October 3. There were 24 participants, from India (10), Tunisia (10) and 4 in representation of different projects of UNIDO (namely, Nicaragua and Philippines).

As far as the participants' specialisation is concerned, there were 9 people belonging to the State Administration (mainly Ministries and public agencies); 4 people from development banks and only 2 persons from entrepreneurial associations; finally 5 persons were UNIDO's consultants and 1 in representation of a Swiss project in India.

Despite the presence of this great variety of institutional actors, all the participants were involved in programs of economic development and confident with the design and implementation of industrial policies

At the end of the workshop, the participants were asked to answer to an evaluation sheet, highlighting their considerations and suggestions for a further edition. Only 13 people filled out the evaluation sheets.

Indications about the topics

By and large, the participants seem to have appreciated the topics and the methodological approach selected for the workshop. From the evaluation sheets some main indications can be highlighted.

First, many participants proposed introducing the workshop with a presentation by a UNIDO representative, in order to provide people with a general framework of the activities carried out by UNIDO for the development of clusters in the developing countries. This introduction should also define the objective and the utility of the JLP in the context of UNIDO's activities.

In addition, the need for a change in the general framework describing the cluster's concepts was frequently indicated. More in particular, the topics for which a deeper explanation was requested were:

- ✓ methodological instruments for the evaluation of the clusters' development (i.e. to evaluate the level of development, their competitiveness and potential, etc.),
- ✓ methodological instruments for the identification of the clusters.

These indications may suggest that the participants would prefer to re-design the lessons presenting the general framework of the clusters' characteristics and evolution, which were given between the first and the second day of the workshop. According to some participants more attention should be devoted to the provision of methodologies of analysis, instead of a theoretical explanation of the cluster phenomena.

Even if an in-deep explanation of the cluster phenomena was appreciated by almost all the participants, many of them would have preferred to receive a richer documentation and to reduce the time of the lessons devoted to this subject. Two participants suggested that the theoretical framework on clusters could be given before the workshop, as a documentation.

The desire for greater attention to practical tools and experiences is also highlighted by the answers to the first questions of the evaluation sheet. Participants were asked first which topics they liked most, second which topics they would exclude in a further edition of the workshop.

Even if the indications about the single topics are not homogeneous, almost all the delegates suggested a more extensive use of case studies about firms and policies. Among the preferred subjects are:

- ✓ lessons about consortia and associationism (in particular, credit guarantee co-operatives, export consortia),

- ✓ case study on DICO Service (a specialised provider of a multinational company),
- ✓ case study on TetraPak (large company that created a complex supply-chain with local small firms).

In general, many delegates pointed out the desire to exchange experiences from developing countries along with the Italian experience. Some participants asked for a specific module in the workshop to present case studies from their own countries. This is in line with the various participants' appreciation of the presentation of the UNIDO's programs for clusters' development in the developing countries, provided by Mrs. Giovanna Ceglie.

The second question, concerning the topics that participants would exclude, was not answered with the same frequency as the first. However, answers suggest avoiding the theoretical subjects, such as the general framework of the first day and the lesson concerning the criteria and methodologies for the evaluation of the projects.

The answers to the third question, concerning the topic which must be included in a further edition of the workshop, are almost in line with the indications mentioned above. The topics suggested with more frequency are:

- ✓ case studies from the countries of the participants,
- ✓ methodology for the identification and evaluation of the level of clusters' development,
- ✓ visits to the firms,
- ✓ more examples of the Italian programs for supporting the SMEs.

Indications about the methodology of the workshop

The indications summarised above seem to be in accordance with the need for a more extended use of case studies and practical examples, which were preferred by almost all the participants.

The delegates, asked to indicate the methods that they would favour for presenting and discussing the topics, suggested the following:

- ✓ case studies (about firms and programs),
- ✓ visits (to service centres and firms in the clusters),
- ✓ working sessions with other participants.

Many delegates, as mentioned also above, underlined the need for more space for the discussion and exchange of experiences. A general desire for a more interactive work method seem to be present in almost all the considerations collected with the evaluation sheets. The use of working groups is the most frequent suggestion. In addition, a more extensive use of working sessions should lead to shorter lessons, according to few participants who clearly presented this suggestion.

Indications about the participants to be invited

Almost all the participants proposed to extend the participation to the workshop to entrepreneurs and more representatives of entrepreneurial organisations. None of the delegates suggested to reduce the different typologies of participants.

These indications seem to be in contrast with the need for a greater attention to the operational programs and methodologies for industrial

policies. In fact, the implementation of the indications above summarised would provide more detailed examples of the programs supporting SMEs, while firms are supposed to be more interested to practical examples on markets, technologies and management practice. However, some elements of interest for the entrepreneurs could be found in the focus on the visits to firms and on the case studies, which were proposed by many participants.

Appendix 1

List of participants to the Workshop
on the Italian SME experience

Mr. BRAHM DUTT

Joint Secretary
Ministry of Industry
Dept of Small Industry and Agro & Rural Industries
Udyog Bhawan
New Delhi, India

Mr. SHAMBHU SINGH

Joint Development Commissioner
Office of DCSSI
Nirman Bhawan
New Delhi, India

Mr. R. MATHUR

Development Commissioner Handicrafts Nirman Bhawan
New Delhi, India

Mr. MH. JHURANI

General Manager
Small Industries Development Bank of India, SIDBI
Lucknow, India

Mr. SHRI M.K. ANANTHASWAMY

Director
State Bank of India, Project Uptech
Mumbai, India

Mr. PKB MENON

Joint Advisor
Dept. of Science and Technology
New Delhi, India

Mr. SHRI ABRAHAM EASO

State Bank of India Uptech
India

Ms. ARIANE WALDWOGEL

Swiss Agency for Development Cooperation
India

Mr. MUKESH GULATI

UNIDO national consultant
New Delhi, India

Mr. CHAMAN LAL DANDA

UNIDO national consultant
New Delhi, India

Ms. ENNAIFER

Directeur des Services Connexes à l'industrie
Ministère de l'Industrie
Tunisia

Mr. J. HASSEN

Directeur des Affaires Economiques
Union Tunisienne de l'Industrie,
du Commerce et de l'Artisanat (UTICA)
Tunis

Ms. ZALILA

Directeur Général Adjoint
Agence de Promotion de l'Industrie (API)
Tunisia

Ms. FATMA THABET CHIBOUB

Sous-Directeur
Bureau de Cooperation et des relations exterieures
Ministere de l'Industrie
Tunisia

Mr. K. ZAZAA

Centre de Promotion de l'Export (CEPEX)
Tunisia

Mr. F. KOBBI

Ministere des Finances (MF)
Tunisia

Ms. MEDDEB

Directeur Central
Union Internationale des Banques-Direction PMEs
Tunisia

Mr. S. FEKIH

UTICA-Federation du Cuir
Tunisia

Mr. SAMUEL FELLER

UNIDO
Tunisia

Prof. SAMIR BLILI

UNIDO International Consultant for Tunisia
Universite Trois- Rivier Quebec
Canada

Mr. ERIC OVEREVEST

UNIDO
Nicaragua

Mr. FABIO RUSSO

UNIDO
Austria

Ms. GIOVANNA CEGLIE

UNIDO
Austria

Mr. CHRISTOPHER CAPISTRANO

UNIDO
Philippines

Appendix 2

Evaluation Sheet

Name _____
Organisation _____
Country _____

Which topics did you like most in this edition of the Joint Learning Programme?

Which topics would you exclude in a further edition of the Joint Learning Programme?

What other topics would you include in a further edition of the Joint Learning Programme?

Which methods would you privilege for presenting and discussing the topics (guided visits, case studies, lessons, ...)

Which kind of participants would you invite in a further edition of the Joint Learning Programme? (E.g. Policy makers, Civil servants at central/local level, ...)

Please, indicate any other suggestions for further editions of the Joint Learning Programme

Appendix 3

Fiche d'Evaluation

Nom _____
Organisation _____
Pays _____

Quelles sont les thèmes que vous avez appréciés le plus dans ce Joint Learning Programme?

Quelles sont les thèmes que vous excluriez dans une prochaine édition du Joint Learning Programme?

Quelles autres thèmes insèreriez vous dans une prochaine édition du Joint Learning Programme?

Quelles méthodes privilégieriez vous pour la présentation et la discussion des arguments (des visites guidées, *case studies*, des cours)?

Quel type de participants inviteriez vous à une prochaine édition du Joint Learning Programme (par exemple: des hommes politiques, des fonctionnaires du niveau central/local,...)?

Indiquez s.v.p.ci-dessous tous vos suggestions pour de prochaines éditions du Joint Learning Programme:
