

ABSTRACT

Title of Research Paper : The Evaluation of the Institute for Small and Medium Enterprises Development (ISMED), Industry Ministry

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The study on the evaluation of the Institute for Small and Medium Enterprises Development had three objectives; 1) to evaluate the performance of the Institute for Small and Medium Enterprises Development. 2) to study the problems and obstacles in the internal operation of the agency. 3) to conduct the tangible proposal to adjust the role, duty, strategy of the Institute for Small and Medium Enterprises Development's functions to enable the agency compete in the international level based on the country's fundamental factor.

This study evaluates both the efficiency and the effectiveness of the population used for the research. The research was conducted with 17 directors, the network directors, department directors and working staff. Moreover, the research was also conducted with the randomly sampled group of 9 SME businessmen, 27 those who were trained or users and the other 4 people from related associations. The study was based on the information collection and in-depth interviews with people at the managerial level. Statistics used in informational analysis were Frequency, Percentage and Mean.

The study showed that the performance of the Institute for Small and Medium Enterprises Development produces rather high level of outcome both in terms of efficiency and the effectiveness. The efficiency was considered from the Input factor and the operation process. The effectiveness was considered from the products, outcome and impacts from the operation. And the evaluation by using the Balanced Scorecard technique, a part of effectiveness evaluation, finds that the financial perspective and the internal business

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perspective's were at the medium level. The learning and growth perspective and customer perspective's on the other hand are at the pretty high level.

The overall evaluation however showed that the performance of the institute is rather high at the average 7.48 percentage. Since the Institute had been set up for more than 2 years only, there are some problems and obstacles in the operation such as an inadequate human resource for the Institute's mission and the red tape in budget proposal procedure which sometimes makes it difficult for the institute to make quick responses to the circumstances.

Recommendations were as follows;

The recommendations from this study were mostly the recommendations for the managers and the employees of the Institute. Some of the recommendations were the results of the information analysis from various documents and policies of the government, which places priorities with the SMEs. The summary was as following;

1. The institute group should covered the target groups in all areas of every region and should take from the appropriateness and the community's demands into consideration.

2. Transforming the policy into the implementation should highlight and create clear understanding with the operators or those related to SMEs.

3. The organizational restructure should be adjusted to suit the duty and the role of the Institute.

4. An appropriate amount of budget should be allocated to support the operation in proportions with each part of the Institute and network centres to effectively implement the work operation.

5. Human resource, an important factor in the operation, should be increased to respond to the mission of the agency.

6. Coordination within agencies related to SMEs such as, Financial Institutions, the Federation of Thai Industries, and other various associations, Small and Medium Sized Industry Corporation of Thailand, and independent agencies under the Industry Ministry should be promoted and increased. This will promote the competitiveness of the operators and enable them to compete at the international level.