


MINUTES OF MEETINGS
BETWEEN
THE JAPANESE FINAL EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE CONSTRUCTION EQUIPMENT TRAINING CENTRE PROJECT

The Japanese Final Evaluation Team (hereinafter referred to as "the Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Eiji Inui, visited the Democratic Socialist Republic of Sri Lanka from May 21st to May 31st 2001.


During its stay in the Democratic Socialist Republic of Sri Lanka, the Japanese Team had a series of discussions with the Sri Lankan authorities concerned and jointly evaluated the present achievements of the Construction Equipment Training Centre Project (hereinafter referred to as "CETRAC") and exchanged views on the project activities stipulated in fulfill the Record of Discussions signed on July 26th, 1996.

As a result of the discussions, the Japanese Team and the Sri Lankan authorities concerned agreed to report to their respective Governments the matters referred to in the document attached hereto.

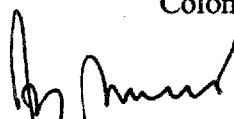
Colombo, May 30th, 2001



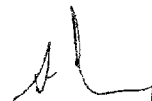
Mr. Eiji Inui
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Japanese Evaluation Team
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Mr. Seiji Kaiho
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Mr. Ananda S. Gunasekera
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Ministry of Urban Development,
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Mrs. Sujatha Cooray (witness)
Director,
Department of External Resources,
Ministry of Finance
The Democratic Socialist Republic of
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1. INTRODUCTION

1-1. Preface

The Project was initiated in October 1996 and will be completed by September 2001. The Japanese Team dispatched by JICA visited the Democratic Socialist Republic of Sri Lanka from May 21st to May 31st, 2001 for the purpose of evaluating the achievements of the Project. The evaluation has been undertaken jointly by the Sri Lankan authorities concerned and the Japanese Team.

1-2. Objectives of Evaluation

- 1) To grasp the inputs of the Sri Lankan / Japanese sides and summarize the achievements of the Implementation Plan of the Project.
- 2) To execute a comprehensive evaluation on the achievement of the Project from the viewpoint of five components of evaluation (explained later in this document).
- 3) To make recommendations on the future perspective of CETRAC and to lead lessons learnt from the Project for the same field of technical cooperation through data obtained by the evaluation process.

1-3. Schedule of the Japanese Evaluation Team

(May 21st – May 31st, 2001)

<u>Date</u>	<u>Schedule</u>
May 21 st to 22 nd	Arrival at Colombo Courtesy Call to Department of External Resources, Ministry of Finance, Ministry of Urban Development, Construction & Public Utilities, Institute for Construction Training and Development, Construction Equipment Training Centre, meeting with Japanese experts
May 23 rd to 27 th	Explanation of Evaluation, Field Study (interview with Sri Lankan counter-personnel, Trainees, Ex-trainees and Private companies)
May 28 th	Joint Coordinating Committee
May 29 th	Discussion of the Minutes
May 30 th	Signing of the Minutes, reporting to the Embassy of Japan and JICA office
May 31 st	Departure from Colombo

1-4. Evaluators

1-4-1 The Japanese Side

Mr. Eiji Inui	Team Leader
Mr. Kouichi Ozaki	Maintenance Technique of Construction Equipment
Mr. Kenichi Fujino	Management of Training Centre
Ms. Miyako Kobayashi	Cooperation Planning
Mr. Shinsuke Kubo	Evaluation Analysis

1-4-2 The Sri Lanka Side

Mr. Ananda S. Gunasekera	Secretary, Ministry of Urban Development, Construction & Public Utilities
Mrs Sujatha Cooray	Director Department of External Resources
Dr .A.D.C.Jayanandana	Chairman, Institute for Construction Training and Development

1-5. Methodology of Evaluation

1-5-1. Evaluation by JPCM

The evaluation study was conducted in accordance with the JPCM (JICA Project Cycle management) method and the following were adopted:

1) The Project Design Matrix (hereinafter referred to as PDM) for final evaluation (hereinafter referred to as PDMe) in Annex I was agreed upon by both sides on the basis of the evaluation.

2) Achievement of the Project was studied by collecting data and other relevant information.

3) Analysis was made for five (5) evaluation criteria described below.

(1) Efficiency

Efficiency of the Project implementation is analyzed with emphasis on the relationship between outputs and inputs in terms of timing, quality, and quantity.

(2) Effectiveness

Effectiveness is assessed by evaluating to what extent the Project has achieved its purpose and clarifying the relationship between that purpose and outputs.

(3) Impact

Impact of the Project is assessed by either positive or negative influence caused by the Project, which was not originally expected in the Project Plan.

(4) Relevance

Relevance of the Project Plan is reviewed by the validity of the Project purpose and the overall goal in connection with the development policy of the Government of Sri Lanka and needs of the beneficiaries and also by the logic of the Project Plan.

(5) Sustainability

Sustainability of the Project is assessed in organizational, financial and technical aspects by examining the extent to which the achievements of the Project are sustained or expanded after the Project is completed.

4) Finally, the evaluators reached an agreement on the conclusion of the evaluation and made recommendations.

For evaluation, the materials used are the following: the R/D, the series of PDMs, the 5-Year Plan of Operation (hereinafter referred to as "PO") in Annex II, a series of minutes of discussions held during the Project term, the reports made by the Project and the results of meetings, interviews and observations during the Team in Sri Lanka.

2. BACKGROUND AND SUMMARY OF THE PROJECT

2-1. Background of the Project

The Government of Sri Lanka has determined to give the highest priority to improving and consolidating the social infrastructure in order to achieve the continuous development of the country. The construction sector, which is the means to improve the socio-economic infrastructure, plays an important role in national development. Further construction work and maintenance of construction equipment are crucial factors to improve the productivity of the construction sector.

However, not small number of construction equipment were out of order due to improper operation and inadequate maintenance. There were not enough organizations devoted to the training of mechanics for construction equipment in Sri Lanka. As a result, the efficiency of construction equipment remained at a low level.

In order to improve this situation, the Government of Sri Lanka planned to establish Construction Equipment Training Centre (CETRAC) to foster mechanics and to upgrade the skill level for construction equipment maintenance. The Government of Sri Lanka submitted the proposals for Grant Aid in 1990 and Project-type Technical Cooperation in 1993 to the Japanese Government.

The Japanese government dispatched a preliminary survey team in October 1993. As a result of the investigations and discussions, both the Sri Lankan side and Japanese side decided to implement the project in order to develop human resources related to management and maintenance of construction equipment.

The Technical Cooperation was commenced with the signing of the R/D in July 1996. The Construction Equipment Training Centre (CETRAC) Project was started in October 1996. The term of cooperation is until September 2001.

2-2. Summary of the Project

The Project implemented based on PDM and PO(5-Year Plan).

The Evaluation Team has carefully studied the original PDMo, which was prepared at the beginning of the Project implementation stage, and concluded that some of the "Indicators and Means of Verification" in it are not applicable for Evaluation.

Therefore, the Team has prepared for the Evaluation work a new PDMe which includes revised items. Revised/changed items are shown with under line in the attached PDMe.

The following shows the additions/revisions of various items comparing with the original PDMo;

- a. "Important assumptions for Overall Goal" in the PDMo is filled with the following statement;

No fundamental national policy will alter the future use of construction equipment in Sri Lanka.

Because the Overall Goal is one of the indispensable items for a project design matrix.

- b. "Monitoring model Depot" in the PDMo is deleted and the following two items added, because they are more reliable.

1-1 Field Survey and Interview by Evaluation Team

1-2 Report on construction equipment Survey, March 2001

- c. "Hearing from employers" is deleted and two items replace it, because the following replacements are more reliable. Specially, item 1-3 can be an efficient means of verification.

1-1 Above sources (Same as Items 1-1 and 1-2 in Item b)

1-3 CETRAC Organization/ Achievement Report

- d. "1-1 Employers' assessment on Training Course" and " 1-2 Rate of influence by ex-trainees to their workshops" replace "Availability of construction equipment" and "Operation cost." This is because the original indicators cannot be easily attained.

- e. A new item "1-3 Organization chart, Staff assignment etc., Training Course Report" is added for an additional indicator. This inclusion can be an useful indicator for verification of " the Project Purpose."

- f. "1-2 No. of monitoring committees and meetings" and " 1-3 Frequency of PR activities" are added, this is because these items are required to assess the result derived by corresponding activities.

- g. "4.Man-days of trainees completed each course" is added with "Counterpart training, Provision of necessary equipment, etc." This is because this addition can be very helpful as an indicator to verify the relevant output.

2-3. Plan of Operation for the Whole Period(5-Year Plan)is shown in Annex2.

PO has been revised according to the progress of the project every year, and it is being followed currently.

3. EVALUATION

3-1. Achievement of the Plan

The details of the achievements were shown in Annex III.

3-2. Results of the Evaluation

The following are summaries of the results of the evaluations. For details, please refer to Annex VI.

3-2-1. Efficiency

The Project can be concluded that it has been efficiently operated with timely inputs of right quality/quantity. The CETRAC has been efficiently operating the management/administration system in the light of quality of inputs mobilized by Sri Lankan operation/management staff and Japanese experts. The CETRAC has completed necessary quantity and quality of curriculum, manuals/materials.

3-2-2. Effectiveness.

The Project has achieved the Project Purpose stipulated in PDMe. The CETRAC has established its management and administration system to supply the trainees with curriculum, teaching manuals/materials of good quality and more than one thousand (1,000) people have been trained in the various CETRAC Courses.

Trainees have brought back their skills/know-how acquired in the CETRAC training course. Number of repeating trainees for advanced or other technical training courses shows that CETRAC has been giving the trainees practically useful training programs.

3-2-3. Impact

CETRAC trainees have brought back to their organizations with proper technology on CE management and maintenance. Therefore this leads to improvement of efficiency of CE and also helps the construction sector of Sri Lanka to develop its present situations into modernized one.

3-2-4. Relevance

The Project satisfies the Government policy of Sri Lanka that aims to improve construction industry. The Overall goal, the Project Purpose and Outputs are relevant with expectations of employers / managers and the needs of the construction sector of Sri Lanka.

3-2-5. Sustainability

According to Six Year Development Program (1999-2004), one of the goals and objectives of the construction sector is to improve the efficiency of the construction industry through better designs and construction method, manpower planning and training. Moreover, the technology transfer has been almost completed and CETRAC will continue to conduct the training course efficiently.

4. CONCLUSION AND RECOMMENDATIONS

4-1. Conclusion of the Evaluation

Both sides conclude that the Project has efficiently and effectively contributed to the needs of the Sri Lankan Government and the Industries to improve both the management technology and maintenance technology of construction equipment .

Therefore, both sides mutually agree that the Project can accomplish all the Project Purpose in the PDMe by the end of the cooperation period .

However, the Sri Lankan side requested for limited technical assistance in some fields. The details are mentioned in Recommendations 4-2-7.

4-2. Recommendations for the sustainable development of CETRAC

For the sustainable development of CETRAC, the Japanese side and the Sri Lankan side mutually agreed that matters described hereinafter must be strictly enforced by the both sides.

4-2-1. Allocation of sufficient budget to CETRAC

Both sides agreed that the Sri Lankan government must continue to allocate appropriate budget every year to CETRAC even after the completion of the Project.

Sri Lankan government should provide at least Rs.15million for the year 2002 and sufficient funds with a provision for inflation for the period beyond 2002 to secure the budget for maintenance.

4-2-2. Management/Training System of CETRAC

a. Sustenance of Training Quality

CETRAC should consider training and assigning at least two (2) Training Officers and two (2) Demonstrators for each course, so that even when resignation of its technical staff takes place, hard to learn practical teaching/training skills of its technical staff remains in CETRAC. At the same time, CETRAC must continue its effort to immediately fill up the vacancies in case of future staff resignation.

b. Sustenance of strong Management system

CETRAC must immediately fill the vacancies of one (1) CETRAC Manager and one (1) Deputy Manager administrative for the smooth operation of CETRAC.

CETRAC should continue to organize its Management Council every 2months after the completion of the Project.

JICA Sri Lanka office shall send its representative to the Council as an observer and report the progress regularly to JICA Headquarters.

c. Strengthening the tie with the Industry

To establish a stronger tie with the Construction Industry, Industry Training Advisory Board which CETRAC plans to organize twice a year must be immediately held.

4-2-3. Maintenance/Management of Training Equipment

CETRAC must always take all possible measures to maintain its technical equipment in proper condition. All equipment, which were donated from Japan for the Project, must be utilized exclusively for CETRAC activities to sustain its functioning.

4-2-4. Enhancement of income generation activities

CETRAC should boost its income generation activities to sustain its activities even after the completion of the Project without affecting training programmes and should take measures to retain its staff at the Centre. The Ministry/ICTAD shall take necessary measures to eliminate any difficulties hindering the smooth introduction of its Income generation activities in CETRAC.

4-2-5. Establishment of NSS/NTT

CETRAC must develop National Skill Standards(NSS)/National Trade Tests(NTT) in the area of construction equipment maintenance in conjunction with both NAITA and the Industry. NSS/NTT should contribute not only to the improvement of quality and technical standard of construction equipment maintenance but also to the assurance of CETRAC's sound existence.

4-2-6. Role and Function of the CETRAC

The role and function of the CETRAC will not be changed in Ministry of Urban Development Construction & Public Utilities even after the Technical Cooperation Project period.

4-2-7. Consideration of Japanese assistance.

The Sri Lankan side requested for limited technical assistance in the field of 1) income generation activities on repair and maintenance of construction equipment, 2) new course development for road construction, 3) development of NSS/NTT.

The Mission made remarks hereinafter.

- Sri Lankan Government's strong enforcement/observance of recommendations from 4-2-1 to 4-2-6 above is the pre-requisite. Specially, allocation of sufficient CETRAC budget and sustenance of optimum management system are the minimum obligations.
- Sri Lankan side must prepare more detail and concrete plans for 1)~3) in 4-1. These plans have to be submitted by the end of August 2001 if Sri Lankan side is eager to request Japanese technical assistance.

The Mission shall convey the message to the authorities concerned in Japan for consideration of the possibility of further Japanese technical assistance and JICA shall reply before the completion of the Project on 30th September, 2001.

PROJECT DESIGN MATRIX (PDM)_E

Project Title: Construction Equipment Training Centre Project Target Area: CETRAC Target: Staff of CETRAC/ C.E. Trainees Prepared by: Joint Evaluation Team

Implementation Period: Oct. 1, 1996 to Sep. 30, 2001
Date of Preparation: May 23, 2001

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Overall Goal Management and maintenance of construction equipment (C.E.) are improved in the construction sector of Sri Lanka.	1-1 <u>Employers' assessment on Training Course</u> 1-2 <u>Rate of influence by ex-trainees to their workshops</u>	1-1 <u>Field Survey and Interview by the Evaluation Team</u> 1-2 <u>Report on Construction Equipment Survey, March 2001</u>	No fundamental national policy will alter in the future about the efficient use of construction equipment in Sri Lanka.
Project Purpose The CETRAC develops human resources related to management and maintenance of C.E.	1-1. Rating of graduate trainees at workplace 1-2. Number of repeater trainees attending higher modules 1-3 <u>Organization chart, Staff assignment, etc. Training Course Report.</u>	1-1 <u>Above sources</u> 1-2 Trainees registration book 1-3 <u>CETRAC Organization/ Achievement Report</u>	<ul style="list-style-type: none"> • The role and function of the CETRAC will not be changed in MHC&PU. • The Centre is sustained properly.
Outputs: 1. Management system is established in the Center. 2. Materials necessary for the training courses are completed. 3. Systematic in-service skill-up training system on C.E. is established. 4. In-service skill-up trainings on C.E. are conducted with sustainability.	1-1 Staffing Amount of budget, Number of transaction by PC 1-2 <u>No. of monitoring committees/meetings</u> 1-3 <u>Frequency of PR activities</u> 3 NO. of training courses established and conducted 4 Man-days of trainees completed each course. <u>Counterpart training, Provision of necessary equipment, Set-up of criteria for skill and Check/appraisal of skill</u>	1-1 CETRAC's annual report CETRAC's financial report Inventory book 2. Training materials 3. Course final report 4. Course final report	<ul style="list-style-type: none"> • Instructors who are technically transferred remain in the Centre. • Enough demand for personnel related to management and maintenance of CE is constantly expected. • Enough budget is allocated for running the Centre. • Enough budget is secured for replacing equipment at a certain interval.
Activities	INPUTS		<ul style="list-style-type: none"> • Qualified instructors as C/P are recruited • Enough number of qualified trainees apply for enrollment. • Institutes/firms trainees belong to show good understanding to in-plant training system. • Enough number of actual machines is secured for each training course. • Enough budget is secured for training.
	-Japanese side-	-Sri Lankan side-	
(Managerial system) 1.1 Assign appropriate personnel to each section. 1.2 Manage and maintain the buildings and the facilities. (workshop, test benches, warehouses, library, dormitory and canteen) 1.3 Organize and run joint steering committee. 1.4 Conduct PR for Center activities. (Training materials) 2.1 Develop training materials. 2.2 Investigate needs for training courses. 2.3 Organize and fulfill training curriculums and modules. (Training system) 3.1 Formulate training plans . 3.2 Train C/P as trainers. 3.3 Set up criteria for acquired skill of trainees. (Training courses) 4.1 Prepare necessary training equipment. 4.2 Conduct training courses. 4.3 Conduct post-appraisal for the training courses. 4.4 Check the level of acquired skill on completion of courses.	1. Dispatch of experts <u>Long-term experts (11 personnel)</u> Chief advisor 53 MM Project coordinator 61 MM Basic Mechanics 60 MM Mechanics II 56 MM Mechanics III 48 MM Management/supervising 59 MM Short-term experts 23 Persons 2. Equipment 147,438 Thousand Yen 3. Local cost 48,497 Thousand Yen 4. Training of C/P in Japan 21 Persons	1. Administrative/counterpart personnel Manager 56 MM Deputy Manager 21 MM -dito- (Resigned) 26 MM Administrative officer 56 MM Technical Division Senior Training Officer 187 MM -dito- (Resigned) 26 MM Training Officer 204 MM -dito- (Resigned) 76 MM Supporting Staff Adm. Division 659 MM Tech. Division 712 MM -dito- (Resigned) 10 MM 2. Facilities/Building Centre main building. Area : 15,710 m ² 3. Local cost for project operation and management including tentative budget for 2001 82,505 Thousand RS	
			PRE - CONDITIONS <ul style="list-style-type: none"> • Security in Sri Lanka will not be so aggravated as to affect the project activities in Colombo. • There will be no remarkable change in the amount of investment to public works. • There will be many potential trainees in CE sectors. • ICTAD will be always cooperative with the Centre activities.

LKP/PDM/MAY/24/2001

Annex 1

5 - Year Plan

01 04 2001

	1996			1997					1998					1999					2000					2001					Output at the end of Project																		
	J	F	M	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J		F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
BM (Batch1)(Batch8)				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■																
BM (Batch2)(Batch9)				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■																
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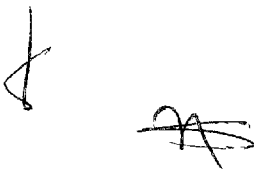

Achievement of the Plan

Narrative Summary	Verifiable Indicators	Results	Important Assumptions (Outside Conditions)														
<p>Overall Goal</p> <p>I. Management and maintenance of construction equipment (C.E.) are improved in the Construction sector of Sri Lanka.</p>	<p>1-1 Field Survey and Interview by Evaluation Team</p> <p>Report on Construction Equipment Survey, March 2001 (Useful Training Courses to the Industries)</p>	<p>1. Based on the result of the field survey made by JICA Evaluation Study Team of organizations which have sent the CETRAC their employees for construction equipment (CE) training, the Team conclude as follows;</p> <p>Those companies have admitted they have developed ability for repair works and maintenance of CE. Their ex-trainers have made the technology transfer to their colleagues and enlightened other workers around them.</p> <p>2. In addition to the above survey, the data shown in the CETRAC's Report states that 63 organizations of 106 say CETRAC's training help the employees improve competency.</p>	<p>No fundamental national policy will alter in the future about the efficient use of construction equipment in Sri Lanka.</p>														
<p>Project Purpose</p> <p>The CETRAC develops human resources related to management and maintenance of C.E.</p>	<p>1-1. Rating of graduate trainees at workplaces</p> <p>1-2. Number of repeater trainees attending higher modules</p>	<p>1-1 According to both surveys as indicated above, the employers say the trainees' knowledge and skill on CE management/ maintenance has improved.</p> <p>1-2 A total sixty-nine (69) people took the other CETRAC Courses as trainees.</p> <p>The following is the detail of the repeating visitors;</p> <table border="1" data-bbox="798 1008 1117 1187"> <thead> <tr> <th>Frequency</th> <th>No. of Personnel</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>54</td> </tr> <tr> <td>3</td> <td>12</td> </tr> <tr> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>1</td> </tr> <tr> <td>6</td> <td>1</td> </tr> <tr> <td>Total</td> <td>69</td> </tr> </tbody> </table>	Frequency	No. of Personnel	2	54	3	12	4	1	5	1	6	1	Total	69	<ul style="list-style-type: none"> • The role and function of the CETRAC will not be changed in MoUDC&PU. • The Center is sustained properly.
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Total	69																

<u>Outputs:</u>																																																																											
<p>1. Management system is established in the Center.</p>	<p>1. Staffing Amount of budget, No. of transaction by PC inventory system.</p>	<p>CETRAC has been established as a core training center for CE management and maintenance in Sri Lanka.</p> <p>Training Course report The CETRAC has assigned the following forty-seven (47) personnel.</p> <table border="0"> <tr> <td colspan="2">1-1 Number of existing CETRAC's Staff</td> </tr> <tr> <td>Manager</td> <td>1</td> </tr> <tr> <td>Deputy Mgr.(Adm.)</td> <td>1</td> </tr> <tr> <td>- ditto -</td> <td>1</td> </tr> <tr> <td>Sr. Training Officer</td> <td>3</td> </tr> <tr> <td>Training Officer</td> <td>5</td> </tr> <tr> <td>Demonstrator</td> <td>5</td> </tr> <tr> <td>Supporting Staff(Adm.)</td> <td>17</td> </tr> <tr> <td>- ditto -(Mech.)</td> <td>12</td> </tr> <tr> <td>Total</td> <td>47</td> </tr> </table> <p>1-2-Facilities Center main bldg./equipment Area:15,710 m²</p> <p>1-3 Local cost for project operation/management (in Thousand RS)</p> <table border="0"> <thead> <tr> <th>Year</th> <th>Local Cost</th> </tr> </thead> <tbody> <tr> <td>96</td> <td>8,841</td> </tr> <tr> <td>97</td> <td>10,879</td> </tr> <tr> <td>98</td> <td>17,488</td> </tr> <tr> <td>99</td> <td>13,922</td> </tr> <tr> <td>00</td> <td>16,375</td> </tr> <tr> <td>01</td> <td>15,000*</td> </tr> <tr> <td>Total</td> <td>82,505</td> </tr> </tbody> </table> <p>Note. Local cost for 2001 is tentative and subject to change.</p> <p>1-4 PC inventory system was completed in May 2000.</p> <p>1-5 The CETRAC has established the following committee/meetings;</p> <ol style="list-style-type: none"> a. Joint Coordinating Committee (The third Committee held in Nov. 2000) b. Secretary Meeting (The third Committee held in Sep. 2000) c. CETRAC Management Council (Basically held once every two months. Two meetings held in Jan./Mar. 2001) d. ICTAD Chairman Meeting (Confirmed to be held monthly.) e. Progress Review Meeting between the CETRAC and Japanese Experts (Weekly) <p>1-6. JICA has been helping the CETRAC make public its activities through local mass media.</p> <p>A. PR through mass media (Note; E: English S: Sinhalese)</p> <table border="0"> <thead> <tr> <th>Year</th> <th>Frequency</th> <th>Content</th> <th>Type of Media</th> <th>Language</th> <th>Applicants</th> </tr> </thead> <tbody> <tr> <td>99</td> <td>7</td> <td>Course Info</td> <td>Newspaper</td> <td>E/S</td> <td>11</td> </tr> <tr> <td>00</td> <td>3</td> <td>-ditto-</td> <td>-ditto-</td> <td>E/S</td> <td>17</td> </tr> <tr> <td></td> <td>8</td> <td>CETRAC Info.</td> <td>-ditto-</td> <td>E/S</td> <td>15</td> </tr> <tr> <td>01</td> <td>12</td> <td>Course Info</td> <td>-ditto-</td> <td>E/S</td> <td>12</td> </tr> <tr> <td></td> <td>12</td> <td>CETRAC Info.</td> <td>-ditto-</td> <td>E/S</td> <td>12</td> </tr> </tbody> </table> <p>B. JICA completed video taping for PR use in 2000. C. Workshops supported by JICA Three (3) workshops were held in 2000 for vitalization/reconstructing of management with assistance of consultants with foreign nationals.</p>	1-1 Number of existing CETRAC's Staff		Manager	1	Deputy Mgr.(Adm.)	1	- ditto -	1	Sr. Training Officer	3	Training Officer	5	Demonstrator	5	Supporting Staff(Adm.)	17	- ditto -(Mech.)	12	Total	47	Year	Local Cost	96	8,841	97	10,879	98	17,488	99	13,922	00	16,375	01	15,000*	Total	82,505	Year	Frequency	Content	Type of Media	Language	Applicants	99	7	Course Info	Newspaper	E/S	11	00	3	-ditto-	-ditto-	E/S	17		8	CETRAC Info.	-ditto-	E/S	15	01	12	Course Info	-ditto-	E/S	12		12	CETRAC Info.	-ditto-	E/S	12	<ul style="list-style-type: none"> • Instructors who are technically transferred remain in the Center. • Enough demand for personnel related to management and maintenance of CE is constantly expected. • Enough budget is secured for replacing equipment at a certain interval.
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<p>2. Materials necessary for the training courses are completed.</p>	<p>2. No. of training materials developed</p>	<p>D. CETRAC made a successful presentation to the public its activities at "TECNO 2000" in Oct. 2000 and more than 4,000 visitors came to its exhibition booth.</p> <p>E. CETRAC is maintaining a web-site on its activities.</p> <p>2-1 Volumes of manuals/materials</p> <table border="1"> <thead> <tr> <th>Course Code</th> <th>Volumes</th> <th>Serial No.</th> </tr> </thead> <tbody> <tr> <td colspan="3">Basic Mechanics</td> </tr> <tr> <td>1st Year</td> <td>66</td> <td>1 ~ 66</td> </tr> <tr> <td>2nd Year</td> <td>11</td> <td>67 ~ 77</td> </tr> <tr> <td>3rd Year</td> <td>12</td> <td>78 ~ 89</td> </tr> <tr> <td colspan="3">Mechanics II</td> </tr> <tr> <td>Engine</td> <td>5</td> <td>90 ~ 94</td> </tr> <tr> <td>Hydraulic System</td> <td>5</td> <td>95 ~ 99</td> </tr> <tr> <td>Torque Converter & Transmission</td> <td>5</td> <td>100 ~ 104</td> </tr> <tr> <td>Fuel System</td> <td>2</td> <td>105 ~ 106</td> </tr> <tr> <td>Electrical System</td> <td>5</td> <td>107 ~ 111</td> </tr> <tr> <td>Undercarriage</td> <td>5</td> <td>112 ~ 116</td> </tr> <tr> <td>Steering</td> <td>5</td> <td>117 ~ 121</td> </tr> <tr> <td colspan="3">Mechanics III</td> </tr> <tr> <td colspan="3">Mechanics &</td> </tr> <tr> <td>Hydraulic System</td> <td>4</td> <td>122 ~ 125</td> </tr> <tr> <td>Electrical System</td> <td>6</td> <td>126 ~ 131</td> </tr> <tr> <td>Power train</td> <td>5</td> <td>132 ~ 136</td> </tr> <tr> <td>Undercarriage</td> <td>4</td> <td>137 ~ 140</td> </tr> <tr> <td>Engine</td> <td>6</td> <td>141 ~ 146</td> </tr> <tr> <td colspan="3">Middle Level</td> </tr> <tr> <td>Management</td> <td>5</td> <td>147 ~ 151</td> </tr> <tr> <td colspan="3">Construction Equipment</td> </tr> <tr> <td>Management</td> <td>17</td> <td>152 ~ 168</td> </tr> <tr> <td colspan="3">Construction project</td> </tr> <tr> <td>Management</td> <td>10</td> <td>169 ~ 178</td> </tr> <tr> <td>Record Keeping</td> <td>3</td> <td>179 ~ 181</td> </tr> <tr> <td>Total</td> <td></td> <td>181</td> </tr> </tbody> </table>	Course Code	Volumes	Serial No.	Basic Mechanics			1 st Year	66	1 ~ 66	2 nd Year	11	67 ~ 77	3 rd Year	12	78 ~ 89	Mechanics II			Engine	5	90 ~ 94	Hydraulic System	5	95 ~ 99	Torque Converter & Transmission	5	100 ~ 104	Fuel System	2	105 ~ 106	Electrical System	5	107 ~ 111	Undercarriage	5	112 ~ 116	Steering	5	117 ~ 121	Mechanics III			Mechanics &			Hydraulic System	4	122 ~ 125	Electrical System	6	126 ~ 131	Power train	5	132 ~ 136	Undercarriage	4	137 ~ 140	Engine	6	141 ~ 146	Middle Level			Management	5	147 ~ 151	Construction Equipment			Management	17	152 ~ 168	Construction project			Management	10	169 ~ 178	Record Keeping	3	179 ~ 181	Total		181																																											
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<p>3. Systematic in-service skill-up training system on C.E. is established.</p> <p>4. In-service skill-up trainings on C.E. are conducted with sustainability.</p>	<p>3. No. of training courses established and conducted.</p>	<p>3&4 Achievement of Training Course (As of May 1, 2001)</p> <p>A-1) Training Course mentioned in R/D (Number of Courses)</p> <table border="1"> <thead> <tr> <th></th> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>F</th> <th>G</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>97</td> <td>2</td> <td></td> <td></td> <td></td> <td>1</td> <td></td> <td></td> <td>3</td> </tr> <tr> <td>98</td> <td>4</td> <td>11</td> <td>1</td> <td></td> <td>3</td> <td></td> <td></td> <td>19</td> </tr> <tr> <td>99</td> <td>6</td> <td>13</td> <td>3</td> <td>4</td> <td>6</td> <td>2</td> <td>1</td> <td>35</td> </tr> <tr> <td>00</td> <td>6</td> <td>14</td> <td>7</td> <td>2</td> <td>6</td> <td>2</td> <td>2</td> <td>39</td> </tr> <tr> <td>01</td> <td>1</td> <td>5</td> <td></td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>10</td> </tr> <tr> <td>Total</td> <td>19</td> <td>43</td> <td>11</td> <td>7</td> <td>17</td> <td>5</td> <td>4</td> <td>106</td> </tr> </tbody> </table> <p>A-2) Training Course mentioned in R/D (Number of Trainees)</p> <table border="1"> <thead> <tr> <th></th> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>F</th> <th>G</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>97</td> <td>43</td> <td></td> <td></td> <td></td> <td>11</td> <td></td> <td></td> <td>54</td> </tr> <tr> <td>98</td> <td>77</td> <td>124</td> <td>10</td> <td></td> <td>31</td> <td></td> <td></td> <td>242</td> </tr> <tr> <td>99</td> <td>116</td> <td>137</td> <td>24</td> <td>34</td> <td>55</td> <td>20</td> <td>6</td> <td>392</td> </tr> <tr> <td>00</td> <td>112</td> <td>126</td> <td>70</td> <td>15</td> <td>57</td> <td>20</td> <td>17</td> <td>417</td> </tr> <tr> <td>01</td> <td>24</td> <td>48</td> <td></td> <td>10</td> <td>9</td> <td>10</td> <td>13</td> <td>114</td> </tr> <tr> <td>Total</td> <td>372</td> <td>435</td> <td>104</td> <td>59</td> <td>163</td> <td>50</td> <td>36</td> <td>1219</td> </tr> </tbody> </table> <p>Note: A: Basic Mechanic B: Mechanic II C: Mechanic III D: Supervisor E: Management F: Inventory Control G: Record Keeping</p>		A	B	C	D	E	F	G	Total	97	2				1			3	98	4	11	1		3			19	99	6	13	3	4	6	2	1	35	00	6	14	7	2	6	2	2	39	01	1	5		1	1	1	1	10	Total	19	43	11	7	17	5	4	106		A	B	C	D	E	F	G	Total	97	43				11			54	98	77	124	10		31			242	99	116	137	24	34	55	20	6	392	00	112	126	70	15	57	20	17	417	01	24	48		10	9	10	13	114	Total	372	435	104	59	163	50	36	1219	
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	<p>4-1. Man-days of trainees completed each course</p> <p>4-2 Training counterpart as trainers of</p> <p>4-3 Provision of necessary equipment</p> <p>4-4 Set-up of criteria for skill</p> <p>4-5 Check/appraisal of skill</p>	<p>B-1) Training Course not mentioned in R/D (Number of Courses)</p> <table border="1"> <thead> <tr> <th></th> <th>H</th> <th>I</th> <th>J</th> <th>K</th> <th>L</th> <th>M</th> <th>N</th> <th>O</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>97</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>0</td> </tr> <tr> <td>98</td> <td>3</td> <td></td> <td>2</td> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td>9</td> </tr> <tr> <td>99</td> <td>3</td> <td>2</td> <td>2</td> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td>20</td> </tr> <tr> <td>00</td> <td>3</td> <td>2</td> <td>4</td> <td></td> <td>1</td> <td>1</td> <td>3</td> <td>3</td> <td>17</td> </tr> <tr> <td>01</td> <td>1</td> <td>1</td> <td>7</td> <td></td> <td></td> <td></td> <td>1</td> <td></td> <td>10</td> </tr> <tr> <td>Total</td> <td>10</td> <td>5</td> <td>15</td> <td>17</td> <td>1</td> <td>2</td> <td>3</td> <td>3</td> <td>56</td> </tr> </tbody> </table> <p>B-2) Training Course not mentioned in R/D (Number of Trainees)</p> <table border="1"> <thead> <tr> <th></th> <th>H</th> <th>I</th> <th>J</th> <th>K</th> <th>L</th> <th>M</th> <th>N</th> <th>O</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>97</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>98</td> <td>25</td> <td></td> <td>20</td> <td>58</td> <td></td> <td></td> <td></td> <td></td> <td>103</td> </tr> <tr> <td>99</td> <td>37</td> <td>15</td> <td>25</td> <td>262</td> <td></td> <td></td> <td></td> <td></td> <td>339</td> </tr> <tr> <td>00</td> <td>31</td> <td>22</td> <td></td> <td>63</td> <td>6</td> <td>16</td> <td>41</td> <td>56</td> <td>235</td> </tr> <tr> <td>01</td> <td></td> <td>9</td> <td>30</td> <td>89</td> <td></td> <td>12</td> <td></td> <td></td> <td>140</td> </tr> <tr> <td>Total</td> <td>93</td> <td>46</td> <td>75</td> <td>472</td> <td>6</td> <td>28</td> <td>41</td> <td>56</td> <td>817</td> </tr> </tbody> </table> <p>Training Course mentioned in R/D</p> <p>Man-day (1997 to 2001)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>man-days</th> </tr> </thead> <tbody> <tr> <td>97</td> <td>4,355</td> </tr> <tr> <td>98</td> <td>4,838</td> </tr> <tr> <td>99</td> <td>5,810</td> </tr> <tr> <td>00</td> <td>5,838</td> </tr> <tr> <td>01</td> <td>1,147</td> </tr> <tr> <td>Total</td> <td>21,988</td> </tr> </tbody> </table> <p>Training Course not mentioned in R/D</p> <table border="1"> <thead> <tr> <th>Year</th> <th>man-day</th> </tr> </thead> <tbody> <tr> <td>97</td> <td>0</td> </tr> <tr> <td>98</td> <td>317</td> </tr> <tr> <td>99</td> <td>1,376</td> </tr> <tr> <td>00</td> <td>3,083</td> </tr> <tr> <td>01</td> <td></td> </tr> <tr> <td>Total</td> <td>1,920</td> </tr> <tr> <td></td> <td>6,696</td> </tr> </tbody> </table> <p>Note</p> <p>Two (2) rounds of special training courses for the Republic of Maldives were held in 2000 and 2001. Details are shown in App.</p> <p>The transfer of technology was conducted with regard to a total of 461 items.</p> <p>As supplement to the machineries and the equipment provided under the grant scheme of the Government* of Japan, the necessary equipment for implementation of the following courses was supplied.</p> <ul style="list-style-type: none"> Management and Supervisors Courses Mechanics II Courses Mechanics III Courses Basic Mechanics Course Project Type Technical Cooperation (Amount:195,936,000 Yen) <p>Grant Aid</p> <p>Bldgs/Facilities/equipment (2,557,000,000 Yen)</p> <p>Trainees of BM Courses are required to gain a min. score of 45 at the posttest (full score:100).</p> <p>All trainees are requested to have a course evaluation to check their achievement of the training.</p>		H	I	J	K	L	M	N	O	Total	97									0	98	3		2	4					9	99	3	2	2	13					20	00	3	2	4		1	1	3	3	17	01	1	1	7				1		10	Total	10	5	15	17	1	2	3	3	56		H	I	J	K	L	M	N	O	Total	97										98	25		20	58					103	99	37	15	25	262					339	00	31	22		63	6	16	41	56	235	01		9	30	89		12			140	Total	93	46	75	472	6	28	41	56	817	Year	man-days	97	4,355	98	4,838	99	5,810	00	5,838	01	1,147	Total	21,988	Year	man-day	97	0	98	317	99	1,376	00	3,083	01		Total	1,920		6,696	<p>H : Mechatronics I: Light Construction Equipment J: Middle Level Managers K: Custom Designed L: Servicing of Construction Equipment M: SDA Mechanics N: Basic Construction Equipment (Maintenance) O: Skill Development</p>
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Activities		-Inputs (As of Sep.2001)																																											
<p>(Managerial system)</p> <p>1.1 Assign appropriate personnel to each section.</p> <p>1.2 Manage and maintain the buildings and the facilities. (workshop, test benches, warehouses, library, dormitory and canteen)</p> <p>1.3 Organize and run joint steering committee.</p> <p>1.4 Conduct PR for Center activities.</p> <p>(Training materials)</p> <p>2.1 Develop training materials.</p> <p>2.2 Investigate needs for training courses.</p> <p>1.3 Organize and fulfill training curriculums and modules.</p>		<p>-Sri Lankan side-</p> <p>1.Administrative/counterpart Personnel</p> <table border="0"> <tr><td>Manager</td><td>56 MM</td></tr> <tr><td>Deputy Manager</td><td>21 MM</td></tr> <tr><td>-ditto- (Resigned)</td><td>26 MM</td></tr> <tr><td>Administrative officer</td><td>56 MM</td></tr> </table> <p>Technical Division</p> <table border="0"> <tr><td>Senior Training Officer</td><td>187 MM</td></tr> <tr><td>-ditto- (Resigned)</td><td>26 MM</td></tr> <tr><td>Training Officer</td><td>204 MM</td></tr> <tr><td>-ditto- (Resigned)</td><td>76 MM</td></tr> </table> <p>Supporting Staff</p> <table border="0"> <tr><td>Adm. Division</td><td>659 MM</td></tr> <tr><td>Tech. Division</td><td>712 MM</td></tr> <tr><td>-ditto- (Resigned)</td><td>10 MM</td></tr> </table>	Manager	56 MM	Deputy Manager	21 MM	-ditto- (Resigned)	26 MM	Administrative officer	56 MM	Senior Training Officer	187 MM	-ditto- (Resigned)	26 MM	Training Officer	204 MM	-ditto- (Resigned)	76 MM	Adm. Division	659 MM	Tech. Division	712 MM	-ditto- (Resigned)	10 MM	<ul style="list-style-type: none"> • Qualified instructors as C/P are recruited • Enough number of qualified trainees apply for enrolment. • Institutes/firms trainees belong to show good understanding to in-plant training system. • Enough number of actual machines is secured for each training course. • Enough budget is secured for training. 																				
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<p>(Training system)</p> <p>3.1 Formulate training plans .</p> <p>3.2 Train C/P as trainers.</p> <p>3.3 Set up criteria for acquired skill of trainees.</p>		<p>2.Facilities/Building</p> <p>Center main building. Area : 15,710 m²</p> <p>3.Local cost for project operation and management (in Thousand RS)</p> <table border="0"> <thead> <tr> <th>Year</th> <th>Local Cost</th> </tr> </thead> <tbody> <tr><td>96</td><td>8,841</td></tr> <tr><td>97</td><td>10,879</td></tr> <tr><td>98</td><td>17,488</td></tr> <tr><td>99</td><td>13,922</td></tr> <tr><td>00</td><td>16,375</td></tr> <tr><td>01</td><td>15,000*</td></tr> <tr><td>Total</td><td>82,505</td></tr> </tbody> </table>	Year	Local Cost	96	8,841	97	10,879	98	17,488	99	13,922	00	16,375	01	15,000*	Total	82,505	<p>PRE-CONDITIONS</p> <ul style="list-style-type: none"> • Security in Sri Lanka will not be so aggravated as to affect the project activities in Colombo. • There will be no remarkable change in the amount of investment to public works. • There will be many potential trainees in CE sectors. • ICTAD will be always cooperative with the Center activities. 																										
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<p>(Training courses)</p> <p>4.1 Prepare necessary training equipment.</p> <p>4.2 Conduct training courses.</p> <p>4.3 Conduct post-appraisal for the training courses.</p> <p>4.4 Check the level of acquired skill on completion of courses.</p>		<p>(Note. Local cost for 2001 is tentative and subject to change.)</p> <p>-Japanese side-</p> <p>1.Dispatch of experts</p> <p>Long-term experts (11 persons)</p> <table border="0"> <tr><td>Chief advisor</td><td>53 MM</td></tr> <tr><td>Project coordinator</td><td>61 MM</td></tr> <tr><td>Basic Mechanics</td><td>60 MM</td></tr> <tr><td>Mechanics II</td><td>56 MM</td></tr> <tr><td>Mechanics III</td><td>48 MM</td></tr> <tr><td>Management/supervising</td><td>59 MM</td></tr> </table> <p>Short-term experts(23 persons)</p> <p>2.Equipment (in thousand Yen)</p> <table border="0"> <thead> <tr> <th>Year</th> <th>Expenses</th> </tr> </thead> <tbody> <tr><td>96/97</td><td>0</td></tr> <tr><td>97/98</td><td>49,272</td></tr> <tr><td>98/99</td><td>33,318</td></tr> <tr><td>99/00</td><td>5,276</td></tr> <tr><td>00/01</td><td>59,572</td></tr> <tr><td>Total</td><td>147,438</td></tr> </tbody> </table> <p>3.Local Cost (in thousand Yen)</p> <table border="0"> <thead> <tr> <th>Year</th> <th>Local Expenses</th> </tr> </thead> <tbody> <tr><td>96</td><td>5,056</td></tr> <tr><td>97</td><td>11,861</td></tr> <tr><td>98</td><td>10,565</td></tr> <tr><td>99</td><td>7,262</td></tr> <tr><td>00</td><td>8,342</td></tr> <tr><td>01</td><td>5,412</td></tr> <tr><td>Total</td><td>48,498</td></tr> </tbody> </table>	Chief advisor	53 MM	Project coordinator	61 MM	Basic Mechanics	60 MM	Mechanics II	56 MM	Mechanics III	48 MM	Management/supervising	59 MM	Year	Expenses	96/97	0	97/98	49,272	98/99	33,318	99/00	5,276	00/01	59,572	Total	147,438	Year	Local Expenses	96	5,056	97	11,861	98	10,565	99	7,262	00	8,342	01	5,412	Total	48,498	
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		<p>4.Training of C/P in Japan</p> <p>Number of C/P : 21 persons</p>																																											

Results of the Evaluation

1. Efficiency

To what extent have inputs been converted to outputs?
 Appropriateness of quantities and quality of resources, means, methods and timing of input.

<p>Output 1 Management system is established in the Center.</p>	<p>A. The CETRAC has been efficiently operating the management/ administration system in the light of quality of inputs mobilized by Sri Lankan operation and management staff and Japanese experts. With regard to the number of the counterparts, the CETRAC has almost fulfilled its quota.</p> <p>B. The CETRAC is managing/maintaining its buildings and facilities, which were constructed by the Japanese Grant Aid in 1994 and 1995, in order for the purpose of development of human resources related to management and maintenance of CE.</p> <p>C. Acceptance of counterpart training in Japan and provision of equipment are appropriately being conducted.</p> <p>D. With regard to budgetary appropriation for the Project, both Japan and Sri Lanka have properly borne their allocation.</p> <p>E. The CETRAC has organized the several committees and meetings among the personnel concerned to have straight and close communication to monitor the management and administration system.</p> <p>F. The CETRAC has been trying to make it public through media, seminars and exhibition.</p>
<p>Output 2: Materials necessary for the training courses are completed.</p> <p><i>[Handwritten signature]</i></p>	<p>A. More than one hundred and eighty (180) volumes of manuals and teaching materials for the entire courses have been prepared by Japanese experts and counterparts. Their quantity is regarded as good by trainees and the quality is recognized as sufficient.</p> <p>B. The Japanese experts contributed a lot for the preparation work of those manuals/materials mentioned above. Review work of them should be continually conducted.</p>

<p>Outputs 3 and 4</p> <p>Output 3 Systematic in-service skill up training system on C.E. is established.</p> <p>Output 4 In-service skill-up trainings on C.E. are conducted with sustainability.</p>	<p>A. During the period from its establishment in 1996 up to now (May 2001), the CETRAC has offered 106 training courses mentioned in the Record of Discussion and trained 1,219 people from various organizations in Sri Lanka. This number of enrollment is mainly supported by the fact that their training has brought about efficiency on CE management and maintenance to their offices.</p> <p>B.The CETRAC has also offered 56 courses not mentioned in the RD and trained 817 persons in response to the actual needs of the construction-related industry.</p> <p>C.The Japanese Experts have given the technical transfer on various courses to the counterparts. This has helped the counterparts to improve professional competency to keep continuing the various training.</p> <p>D.The CETRAC has fixed the annual detailed plan of CE management and maintenance courses for trainees.</p>
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2. Effectiveness

Whether the project purpose has been achieved and how much contribution did outputs make?

	<p>A. Based on the 5-year Plan agreed between the both countries, the CETRAC has established its management and administration system to supply the trainees with curriculum, teaching manuals/materials of good quality. More than one thousand (1,000) people have been trained in the various CETRAC Courses. After finishing the CETRAC's training, they have brought back their skills/know-how acquired in the training course which is expected to improve efficiency of CE management/ maintenance.</p> <p>B. Their training has been bringing their co-workers new methods of improvement of productivity through efficient use of CE.</p> <p>C. Number of repeating trainees for advanced or other technical training courses shows that CETRAC has been giving the trainees practically useful training programs.</p> <p>D. According to the field survey, almost all employers and influential personnel say that their companies are planning to send more employees to any of the CETRAC Training Course. This is mainly because their knowledge and know-how is very useful for maintenance and management of the construction equipment.</p>
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3. Impact

What positive and negative effects, either direct or indirect, has the implementation of the project had?

Positive	CETRAC trainees have brought back to their organizations with proper technology on CE management and maintenance. Therefore this leads to improvement of efficiency of CE and also helps the construction sector of Sri Lanka to develop its present situations into modernized one.
Others	CETRAC is providing managers/mechanics from local small-scale enterprises with Middle Level Course with free of course fee. This system contributes toward human resources development of rural areas in Sri Lanka.

4. Relevance

Are the project purpose and overall goal still meaningful as objectives at the time of evaluation?

4-1 Project purpose and overall goal	<p>A. The Overall Goal, the Project purpose and Outputs are relevant with the national policies.</p> <p>B. The Project satisfies the Government policy of Sri Lanka that aims to improve construction industry.</p> <p>C. The Overall goal, the Project purpose and Outputs are relevant with expectations of employers/management and the needs of the construction sector of Sri Lanka.</p> <p>D. More trainees than those expected at the implementation stage have attended the training Courses. The fact that more than one (1) thousand trainees have joined the various CETRAC Training Courses satisfies the needs of the construction sector and therefore, more and more CE-related firms are planning to send their employees to various CETRAC Training Courses.</p>
4-2 Others	According to "Training Needs of the Construction Industry (2001-2005)", prepared by University of Moratua, April 2000, demand for training of heavy equipment operators/mechanics is required with high priority..

5. Sustainability

To what extent will the recipient country's organizations be able to retain the positive effects of the withdrawal of cooperation?

5-1 Political aspect	According to Six Year Development Program (1999-2004), one of the goals and objectives of the construction sector is to improve the efficiency of the construction industry through better designs and construction method, manpower planning and training.
5-2 Technical aspects	<p>A. The transfer of technology stipulated in R/D has been almost completed and CETRAC can manage to continue to conduct the Course Training to Sri Lankan people from concerned industries.</p> <p>B. The buildings/facilities, curriculum, manuals teaching materials etc. have been completed for the training program mentioned in R/D.</p>
5-3 Institutional aspects	Management Council is properly functioning to monitor CETRAC activities.

5-4Financial aspects	The budgetary appropriation for CETRAC operation in 2000 has been already secured and the CETRAC is supposed to submit its 2002 budgetary request/plan to the relevant government Ministry by August, 2001.
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