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- 1 . 協議議事録 (Minutes of Meeting) (英文合同評価報告書含む)
- 2 . 評価グリッド
- 3 . 質問票

1. 協議議事録 (Minutes of Meeting) (英文合同評価報告書含む)

**MINUTES OF MEETING
FOR
MID-TERM EVALUATION
ON
“CAPACITY UPGRADING PROJECT FOR
NATIONAL SOLID WASTE MANAGEMENT SUPPORT CENTER
(CUP-NSWMS)”**

Japan International Cooperation Agency (hereinafter referred to as “JICA”) dispatched the Japanese Mid-term Evaluation Team (hereinafter referred to as “the Team”), headed by Dr. Mitsuo Yoshida, to the Democratic Socialist Republic of Sri Lanka (hereinafter referred to as “Sri Lanka”) from 12 January to 18 February 2009 for the purpose of joint Mid-term Evaluation on “Capacity Upgrading Project for National Solid Waste Management Support Center” (hereinafter referred to as “the Project”).

The Sri Lanka-Japan Joint Evaluation Team, which consists of member of the Team and members from the government of Sri Lanka, was jointly organized for the purpose of conducting the joint Mid-term Evaluation and drafted the Mid-term Evaluation Report (hereinafter referred to as “the Report”), which contains the result of the joint Mid-term Evaluation based on five evaluation criteria and recommendations to the Project.

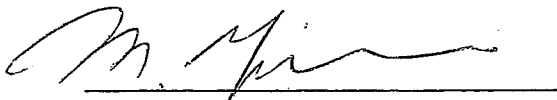
Afterwards the Steering Committee of the Project discussed the major issues pointed out in the Report and finally accepted the contents of the Report.

As a result of the series of discussions, the Team and the authorities concerned of the Government of Sri Lanka agreed with the Report and the Minutes of the Steering Committee Meeting attached hereto, respectively.

Attachment 1: Mid-Term Evaluation Report

Attachment 2: Minute of the Steering Committee Meeting for Mid-term Evaluation on the Project

Colombo, 17 February 2009



Dr. Mitsuo Yoshida
Leader
Japanese Mid-term Evaluation Team
Japan International Cooperation Agency
Japan

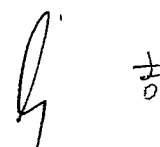


Mr. Cashian Herath
Secretary
Ministry of Local Government and
Provincial Councils
Sri Lanka

Mid-term Evaluation Report
for
The Capacity Upgrading Project for The National Solid Waste
Management Support Centre (CUP-NSWMSA)
in the Democratic Socialist Republic of Sri Lanka

13th February 2009

Sri Lanka - Japan
Joint Evaluation Team

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CUP-NSWMSM Project Site Map

● = 2007
○ = 2008

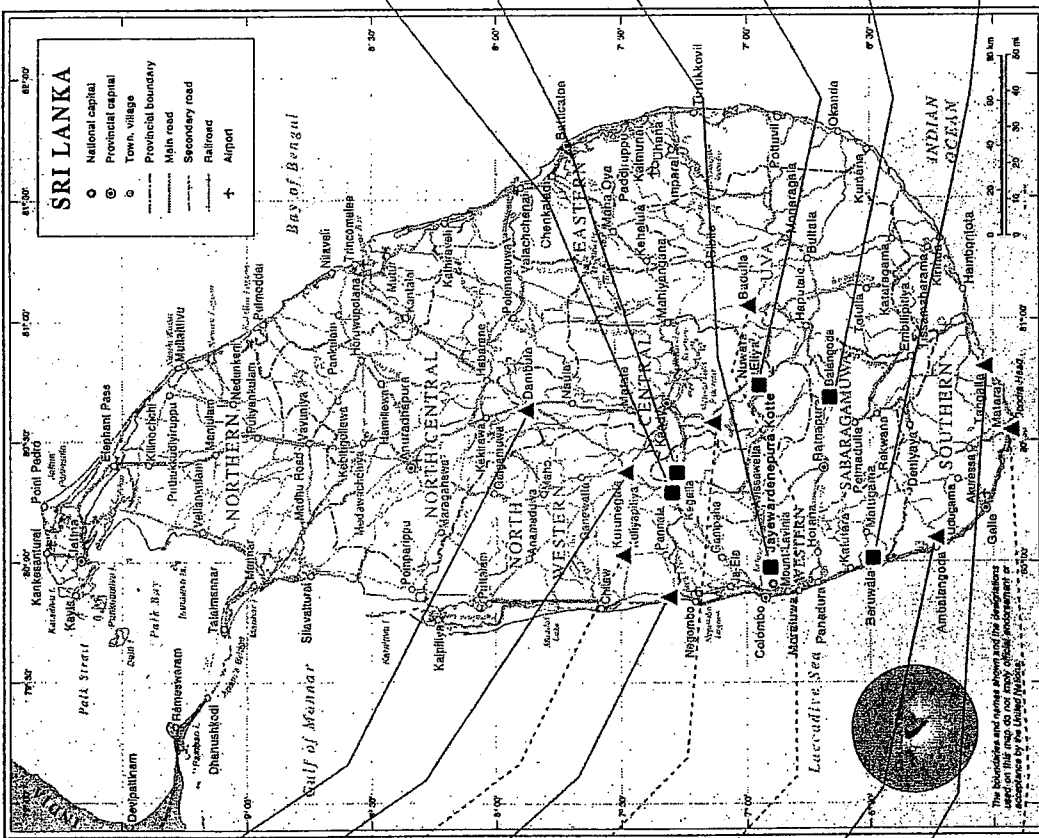
NSWMSM's Model Projects

- 2008-5 Bambulla PS
Action Plan is in process
- 2008-1 Kurunegala MC
Action Plan is in process
- 2007-4 Kuliya Pitaya UC
- 2008-2 Wempelewa PS
Action Plan is in process
- 2007-2 Nawalapitiya UC
- 2007-4 Badulla MC (New Site)
- 2008-3 Ambalangoda UC
Action Plan was made in Sep?
- 2008-4 Tangalle UC
Action Plan is in process
- 2007-3 Matara MC

- = Compost
- = Landfill
- ★ = Night Soil Treatment
- = Construction put in place

MLGPC's Funds

- School Recycling 6
- Bell Collection 50 cities
- Technical Assistance Implementing



- M-1 Alawwa PS
- M-5 Kegalle UC
On hold
- M-3 Seethawakapura
Start in 2008?
- M-2 Nuwara Eliya MC
- M-4 Balangoda UC
- M-6 Belwera UC

Map No. 817 Rev. 2 UNITED NATIONS
January 2007 (Color)
Department of Peacekeeping Operations
Cartographic Section

Source : CUP-NSWMSM

200x-x shows ID

As of Dec. 2008

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ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
ACLG	Assistant Commissioner of Local Government
CBO	Community Based Organisation
CDO	Community Development Officer
CDT	Capacity Development Target
CEA	Central Environmental Authority
CLG	Commissioner of Local Government
C/P	Counterpart
CPHI	Chief Health Inspector
DEO	Divisional Environmental Officer
EIA	Environmental Impact Assessment
EPL	Environmental Protection License
EPR	Extensive Producers Responsibilities
F/S	Feasibility Study
IEE	Initial Environmental Examination
JGGA	Japanese Grassroots Grant Assistance (GGA)
JICA	Japan International Cooperation Agency
LA	Local Authority
LLDF	Local Loans and Development Fund
MC	Municipal Council
MENR	Ministry of Environment and Natural Resources
MLGPC	Ministry of Local Government and Provincial Councils
M/M	Minutes of Meeting
MOENR	Ministry of Environment and Natural Resources
MOH	Medical Officer of Health
MHN	Ministry of Health and Nutrition
MSW	Municipal Solid Waste
MSWM	Municipal Solid Waste Management
NGO	Non-Governmental Organisation
NIPHS	National Institute of Public Health and Science
NSSWM	National Strategy for Solid Waste Management
NSWMSC	National Solid Waste Management Support Centre
O&M	Operation and Maintenance
PC	Provincial Council
PDM	Project Design Matrix
PHI	Public Health Inspector
PO	Plan of Operation
P/R	Progress Report
PS	Pradeshya Sabha
R/D	Record of Discussion
S/C	Steering Committee
SLILG	Sri Lankan Institute of Local Governance
SWM	Solid Waste Management
UC	Urban Council
UDA	Urban Development Authority
3 Rs	Reduce, Reuse and Recycle

1 Sri Lanka Rupee (Rs.) : 0.8 Japanese Yen

1. OUTLINE OF THE EVALUATION STUDY

1.1 Background of the Evaluation Study

In Sri Lanka, the seriousness of the problems caused by waste has been on the rise due to a surge in the amount of waste generated, attributed mainly to economic growth and a lack of effective countermeasures being taken. Although the National Strategy for Solid Waste Management was formulated in 2000, no significant improvement in solid waste problems have been observed due to a lack of capacity of both LAs, who are responsible for the execution of SWM, and provincial councils, who are responsible for their supervision.

In order to tackle these problems, JICA executed "The Study on Improvement of Solid Waste Management in Secondary Cities in Sri Lanka (JICA SWM Study)" from 2002 to 2003. In this Study, action plans for seven selected local towns were formulated and the implementation of various pilot projects resulted in visible improvements. In addition, the Study found that LAs experienced difficulty in executing proper SWM if no technical assistance was provided, and provincial councils without in-house SWM engineering staff found it hard to supervise LAs in improving SWM. Therefore, the Study recommended establishing a system which would provide assistance to LAs by the central government. In concrete terms, it recommended the establishment of a NSWMSC and strengthening the system for financial assistance to enable LAs to carry out SWM projects. In addition, since the beginning of 2003, JICA has been educating groups of LA staff from Sri Lanka that understand SWM by administering a SWM training course held in Japan.

However, the MLGPC had come to a deadlock in implementing the Study's recommendations due to the insufficient stock of SWM knowledge and human resources.. Therefore, in August 2004, the Sri Lankan government requested the Japanese government to provide technical assistance in order to materialize the aforementioned recommendations and to initiate long-term improvement measures. In addition, the NSWMSC was established internally in July 2006, and officially approved by the cabinet in January 2007, with plans to strengthen the organization in the years to come.

In response to the request, JICA dispatched a preliminary study team in November 2006 and confirmed the validity of the project implementation. The M/M, which stipulated the project outline, the executing system and distribution of tasks, was compiled and the Record of Discussion (R/D) was signed in January 2007.

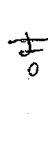
In order to allow NSWMSC to fully exercise its capabilities, it was necessary to simultaneously develop the problem solving capacities of relevant organizations including the assistance given to LAs, in order to establish inter-municipal cooperation of SWM concerns, as well as the improvement of institutional and social systems related to SWM. In addition, it was expected that assistance would be given to those in the private sector working on SWM in Greater Colombo, the economic centre of Sri Lanka. However, at this time, the project is concentrating on strengthening the NSWMSC to properly assist the LAs on a priority basis to formulate and implement a sustainable SWM action plan.

At this time, one year and 10 months after the commencement of the Project, a mid-term evaluation is conducted to evaluate whether the Project has been achieving the expected outputs towards the achievement of the Project purpose. The specific objectives of the mid-term evaluation are summarized in the next section.

1.2 Objectives of the Evaluation Study.

The specific objectives of the mid-term evaluation are outlined as follows:

- (1) to review and confirm the implementation process and achievement of the Project
- (2) to evaluate the Project in terms of five evaluation criteria, namely Relevance, Effectiveness, Efficiency, Impact and Sustainability, based on the Project Design Matrix (PDM)



- (3) to review and evaluate changes in external conditions
- (4) to reach the conclusion on whether the PDM should be revised
- (5) to make recommendations for further improvement of the Project to stakeholders
- (6) to draw lessons that can be applied to other similar ongoing and future projects

1.3 Methodology of Evaluation

The Project was evaluated based on the Project Design Matrix (PDM) version 1, which is a summary table of this Project. The PDM version 1 was revised and approved by the SC meeting on 3rd March 2008. The mid-term evaluation was carried out based on the PDM version 1.

1.3.1 Evaluation Procedure

The Team applied various methods such as a questionnaire, interview survey, focus group discussions and observation of project sites as well as a reference survey. The Team analyzed and evaluated the Project in terms of the achievement level of the Project, the implementation process, and five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability) through discussion meetings. Finally, the Team made recommendations based on the results.

1.3.2 Points for the evaluation

Achievement level and Implementation of the Project

The achievement levels in terms of Inputs, Activities, Outputs, and Project Purposes were assessed in comparison with the PDM and PO as well as the actual result of the Project. The implementation process of the Project was also confirmed using various viewpoints such as decision making, monitoring, communication and human resource development.

Five Evaluation Criteria

Table 1: Five evaluation criteria

Relevance: An overall assessment of whether the project purpose and overall goal are in line with recipient and donor policy and with recipient needs
Effectiveness: Status of the achievement at the Project purpose level
Efficiency: A measure of the production or output of the Project in relation to the total resource input
Impact: The positive and negative changes, produced directly and indirectly as the result of the Project
Sustainability: An overall assessment of the extent to which the positive changes achieved by the Project can be expected to last after the completion of the project

1.4 Members of the Evaluation Study Team

Sri Lankan Side

- Mr. M.L. Sunil Fernando, Additional Secretary of the MPCLG
- Mr. D.P. Hettiarachchi, Additional Secretary of the MPCLG
- Mr. M. J. Jayavilal Fernando, Project Director of Pilisaru, CEA
- Ms L.Mangalika, Deputy Director of NSWMSC
- Ms. M. Geethani, Assistant Director of NSWMSC

Japanese Side

Dr. Mitsuo Yoshida (Leader)

Mr. Kosuke Odawara (Cooperation Planning), Representative, JICA Sri Lanka Office

Mr. Ken Shimizu (Evaluation Analysis), Consultant

1.5 Schedule of the Evaluation Study Team

Date		Schedule
12.Jan	Mon	Arrival of Mr. Shimizu (Evaluation Analysis)
13.Jan	Tue	09.30 Secretary MLGPC 11.00 Kickoff Meeting
14.Jan	Wed	Reporting
15.Jan	Thu	10.30 Kuliypitiya UC 14.30 Wennappuwa PS
16.Jan	Fri	10.30 CLG-Sabaragamuwa Province 12.00 Balangoda UC
17.Jan	Sat	Reporting
18.Jan	Sun	Reporting
19.Jan	Mon	13:00 Dr Shantha Hennayaka, Peradeniya University 14:30 Prof Ben Basanayake, Peradeniya University
20.Jan	Tue	09:00 Dr Mahesh Jayaweera, Moratuwa University 10:30 Mr Thilchelvam, ADB 12:00 Dr Sumith Pilapitiya 14:00 Project Director of Pilisaru, CEA
21.Jan	Wed	16:00 Discussion with Addl. Secretary
22.Jan	Thu	14.00 Tangalle UC
23.Jan	Fri	09.00 Mayer, Secretary, Matara MC 11.00 ACLG office
24.Jan	Sat	Reporting
25.Jan	Sun	Reporting
26.Jan	Mon	Director and Deputy Director, Waste Management Authority, Western Province
27.Jan	Tue	Deputy Project Director, Pilisaru, CEA
28.Jan	Wed	11.00 Kurunegala MC 14.30 CLG (NW), ACLG and Eng at CLG office
29.Jan	Thu	14:00 Discussion with Addl. Secretaries
30.Jan	Fri	
31.Jan	Sat	Reporting
1.Feb	Sun	Reporting
2.Feb	Mon	
3.Feb	Tue	15:30 discussion with the Secretary & Addl. Secretary, MLGPC
4.Feb	Wed	Reporting
5.Feb	Thu	
6.Feb	Fri	
7.Feb	Sat	Reporting
8.Feb	Sun	Reporting
9.Feb	Mon	Arrival of Dr Yoshida (Leader)
10.Feb	Tue	10:00 Secretary, MLGPC 10:30 Group Hearing from NSWMSC 14:00 Interview with Deputy Director, NSWMSC
11.Feb	Wed	08:30 Project Director, Deputy Director Pilisaru, CEA Interview with Mr. Fernando, Mr. Hettiarachchi, Addl. Secretary MLGPC

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		Site survey (Dr. Yoshida) Matara MC
12.Feb	Thu	Site survey (Dr. Yoshida), Tangalle UC, Balangoda UC
13.Feb	Fri	10.00 Steering Committee Meeting for Mid term Evaluation
14.Feb	Sat	Reporting
15.Feb	Sun	Reporting
16.Feb	Mon	Finalizing Minutes of Discussion with MLGPC and NSWMSC Reception at the Galle Face Hotel
17.Feb	Tue	9:30 Meeting with Addl. Secretary of MOGPC and Japanese Expert Team 2.30 pm Japanese Evaluation member(Dr Yoshida & Mr Shimizu) Leave for Narita
18.Feb	Wed	Arrival in Japan

2. THE PROJECT DESIGN

The Project, which aims to develop the capacity of relevant stakeholders on SWM, began in March 2007 with the project period being four years. The expected overall goal, project purpose and outputs are as follows. (PDM is attached in Annex 1)

Overall Goal
Local Authorities improve solid waste management
Project Purpose
The NSWMSC acquires capacity for supporting SWM activities of LAs with close collaboration of relevant stakeholders so that LAs can implement SWM activities in accordance with the National Strategy for Solid Waste Management
Output 1
Institutional Management Capacity of the NSWMSC is strengthened
Output 2
Facilitation Capacity of the NSWMSC for formulating SWM Action Plans of LAs is acquired
Output 3
Facilitation Capacity of the NSWMSC for implementation of SWM Action Plans of LAs is acquired

Source: CUP-NSWMSC PDM version 1

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Table 2: Plan of Operation

Activities	Year 1				Year 2				Year 3				Year 4			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
Output 1: Institutional management capacity of the NSWMSC is strengthened																
1.1 Assess the Capacity of the NSWMSC	■															
1.2 Rationalize management structure	■															
1.3 Develop operational processes	■															
1.4 Establish information management systems on SWM	■															
1.5 Develop midterm implementation plan of the NSWMSC									■				Revise			
1.6 Promote, review and feedback on National SWM Policy and Strategy					■				■				■			
1.7 Conduct human resource planning and training programmes					■				■				■			
1.8 Coordinate donors and promote external resources on SWM	■				■				■				■			
Output 2: Facilitation Capacity of the NSWMSC for Formulating SWM Action Plans by LAs is acquired																
2.1 Collect data and analyze LAs' SWM situation	■				■				■				■			
2.2 Identify priority LAs	■								■							
2.3 Assist formulation of SWM action plans	■				■				■							
2.4 Provide assistance to conduct trainings for stakeholders					■				■				■			
Output 3: Facilitation Capacity of NSWMC for Implementation of SWM Action Plans of LAs is Acquired																
3.1 Provide technical assistance for procurement and construction					■				■				■			
3.2 Provide technical assistance for operation and maintenance					■				■				■			
3.3 Provide technical assistance for monitoring and evaluation					■				■				■			

3. ACHIEVEMENTS AND IMPLEMENTATION PROCESS

3.1 Inputs
























3.1.1 Inputs from the Sri Lankan Side

According to the R/D signed by both sides in January 2007, the Sri Lanka side is under obligation to provide a total of 23 personnel consisting of management level counterparts and administrative staff as well as sufficient office and utility facilities.



At present, only 10 of the 23 personnel positions have been filled and they have been involved in all types of SWM works for the Project. Both sides have made every effort to find a solution to this situation but the problem still exists. Consequently, one Deputy Director and the Japanese Expert Team are covering a large proportion of the NSWMSC's activities.

The NSWMSC office was prepared prior to May 2007. The total floor space is 92m² which provides enough space for around 15 people. Necessary utilities, such as electricity and water, have been provided too.

Table 3 Placement of C/Ps

	 Agreed in R/D	 Actual Placement
Director (1)	 (An Acting Director has been appointed)	
Deputy Director (3)	  	Technical Support, Information Management, Management Support (An Acting Deputy Director has been appointed)
Assistant Director (5)	    	Technical Support x 2, Information Management x 1, Management Support x 2
Staff (12)	           	

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Driver (2)		Office Assistant (1)	
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Source: Record of Discussion and other documents

Table 4 Ministry's Fund

Financial Year	Item	Expenditure (1000Rs)
2007	Small Scale Project (Compost bins etc.)	4,640
2008	Small Scale Project (Compost bins etc.)	7,240
	Night Soil Treatment Project	963
	Rehabilitation of Existing final Disposal Site	1,212
	Civil Society Mobilisation	76
	School Programme	372
	Bell Collection Programme	1,806
	Total	11,669

Source: MLGPC

3.1.2 Inputs from the Japanese Side

Listed below are the details regarding main inputs provided by JICA (all the figures below are as of January 2009).

(1) Dispatch of Japanese experts

The following experts were dispatched and assigned as Table 1.

Chief Advisor/Capacity Development (Mr. A. Doi)

Solid Waste Management Planning/3Rs (Mr. N.Sato)

Final Disposal Planning/Environmental consideration (Mr. M. Ido, Mr N. Yamazaki)

Promotion of PPP and Social Consideration (Ms. M.Nakamura, Ms. T. Tamura)

Financial Management/Fund Planning (Mr. T. Ogawa)

Project Coordination (Ms. A. Iwamoto, Mr. R. Matsumoto)



Table 1 Assignment of Japanese Expert Team

Assignment	Name	2007												2008											
		M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	
Chief Advisor/ Capacity Development	Mr.A.Doi	■			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
SWM planning / 3Rs	Mr.N.Sato	■			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Final Disposal Planning / Environment	Mr.M. Ido Mr.N. Yamazaki									■	■	■	■	■	■	■	■	■	■	■	■	■			
Promotion of PPP and Social Consideration	Ms.M.Naka mura /Ms.T.Tamur a	■								■	■	■	■	■	■	■	■	■	■	■	■	■			
Financial Management	Mr.Takehiko Ogawa											■	■	■	■	■	■	■	■	■	■	■			
Project Coordination	Ms.A.Iwamoto Mr.R.Matsu moto				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			

(2) Counterpart Training in Japan

Five NSWMSC staff have attended a JICA SWM group training course.

- Ms. K.C.P. Kasturiarachchi from Aug. 21 to Oct. 24 2007
Urban Solid Waste Management (Osaka Training Centre)

2. Mr. Chanaka Wijesekara from Oct. 29 to Dec. 15 2007
Solid Waste Management for Southwest Asia Discussion for Realizing the Improvement Measure
3. Ms. Lanka Wedagedara from Oct. 29 to Dec. 15 2007
Solid Waste Management for Southwest Asia Discussion for Realizing the Improvement Measure
4. Ms. J.R.M.N. Jayalath from Oct. 15 to Nov. 22 2007
Local Administration for Environmental Protection in Sri Lanka
5. Ms. Rumali Tillekeratne from Oct.12 to Dec. 5 2008
Solid Waste Management for Southwest Asia Discussion for Realizing the Improvement Measure
6. Ms. L. Mangalika from March 12 to Apr. 12 2008
Waste Management System

With the exception of No.3, all of the staff who received training, continue to work for the Project.

(3) Provision of equipment.

A list of equipment provided by both sides is detailed in Annex 2.

3.2 Achievements of the Project & Implementation Process

3.2.1 Project Purpose

<Project Purpose> The NSWMSC acquires capacity for supporting SWM activities of LAs in close collaboration with relevant stakeholders so that LAs can implement SWM activities in accordance with the National Strategy for Solid Waste Management

<Objectively Verifiable Indicator> NSWMSC is able to continue their activities with the annual plan and budget after the project's end.

<Understanding of project concept >

The original concept of the Project is Capacity Development of the NSWMSC and states clearly two important points. Firstly, the primary target is the NSWMSC, its personnel and organisation and LAs are a secondary or indirect target in this Project framework. Secondly, the above mentioned steps are very important for the sustainability of the support system for LAs. LAs have urgent needs for SWM, but if external resources fill the gap as a temporary measure, it could hamper the long-term sustainability of the Project. In the past, many technical cooperation projects have not been successful due to this pitfall. Therefore, the Team stressed that all stakeholders should reaffirm their recognition of the needs for this concept.

<Acquiring Capacity>

The Team noticed that many visible outputs can be seen in the model projects. This is because of the great efforts made by MLGPC showing leadership and commitment. The Team, however, evaluated that the Project has not achieved the expected results, as far as the Project Purpose is concerned, at this stage. It is a big challenge for the Project; as to whether it will be able to show a rapid catch up in the second half period of the Project, in order to accomplish the desired result.

- a. There was no appropriate staff allocation especially at management level. This could be recognized as an external issue because many efforts were being made by the MLGPC to try to materialize the original plan.

9 #

b. There is a lack of balance between addressing the urgent needs of LAs and Capacity Upgrading of the NSWMSC.

With regards to reason "a", both sides must understand the present situation and the fact that other many organizations are facing, more or less, similar constraints. However, both sides need to be mindful of the fact that this could be a lost opportunity because the Project can only retain and use the services of the Japanese input, technical experts, during the Project period.

The Project is faced with a dilemma in reason "b". There must be a balance between addressing urgent needs of LAs and Capacity Upgrading of the NSWMSC. We will fail to deliver the Capacity Development if we only concentrate and spend all resources for a particular number of outputs, model projects, in the Project period.

Because of a newly born initiative outside of the Project, several local authorities have been able to receive financial resources and the NSWMSC has been somewhat preoccupied with giving assistance to the local authorities in their proposals, environment clearance, construction management etc. As a result, for instance, the Japanese Expert Team was compelled to go without national staff to provide its services, and put aside the on-the-job-training.

<Collaboration of relevant stakeholders>

The Team also noticed that the Project has significant scope to continue improvement instead of giving direct assistance towards LAs. It should be the responsibility of the provincial councils to assist and guide LAs in SWM activities. However, recently, the involvement by provincial councils is to a very small degree so there has been very little collaboration between relevant stakeholders.

<Indicator>

There is another concern in the indicator of Project objectives, which was modified in March 2008. The indicator lacks clarity and detailed requirements. In order to measure the achievement of the Project, there must be more clear indicator(s).

3.2.2 Outputs

<Output 1>Institutional Management Capacity of the NSWMSC is strengthened

<Work Process>

When it comes to the work process, the organisational structure, along with job descriptions and clear responsibility for the staff should be linked with the Project operation plan.

From this definition, the Project has a clear structure for their implementation, but it does not have a sequence plan & resource allocation plan for all Project activities.

With regards to the general business procedure, the Centre developed its structure using a systematic procedure closely copying the system of the Ministry. The present organisational structure is shown in ANNEX 3.

<Decision Making Process>

The Steering Committee, in its capacity as a decision making body, has held three meetings. There have been some opinions voiced that there must be a working committee in addition to the Steering Committee so that quicker, more pragmatic and practical discussions and decision making takes place. (See "implementation process")

As a Project implementation meeting, fortnightly progress meetings were held regularly and there were candid discussions with the Ministry at managerial level.

<Information Sharing & SWM Information Management System>

Basic Information collection in target areas has been done mainly through field activities and there is a SWM information management system. There can be more information collected in the remainder of the Project period. However, without proper knowledge and rich experience of SWM, the Centre is not capable for value judgment. Thus, this has yet to be achieved by the Centre and will take some time to materialise.

The Team also realised in the field visits that there are missing stakeholders e.g. ACLGs, in the related projects. Stakeholder identification is the first step of information management. The Project has to thrash out who can be key stakeholders from time to time because each region has a different situation and this situation can change at anytime.

<Newsletter, Website & Project brochure>

The Project produced three (3) newsletters in three languages that cover the project activities and a range of topics related to Solid Waste related issues. The Japanese Expert Team did the writings. In addition, the Project is maintaining its website.

A Brochure introducing NSWMSC's activities and the Project with A4 both sides was prepared and distributed to all local authorities, relevant organizations and visitors. This is to be updated regularly.

<Mid-term Plan >

This is expected to be produced in March 2009 and is vital for the Project and the NSWMSC because it is the time to formulate a mission statement with particular time periods and milestones for the future. Based on the past two years experiences and present external environment, the Project should be able to produce a practical Mid-term Plan. The Team also made some recommendations based on this.

<Promotion on review and feedback to the National SWM Policy and strategy>

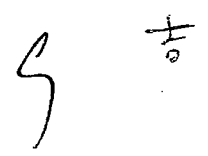
So far, there has been no review or feedback given on National SWM policy by the Centre or Project. All stakeholders should be jointly responsible for this. Therefore, the Centre will have to plan how to work with them first.

<Human Resource Development Planning and Training Programme>

This is related to Capacity Assessment in the next item. For the purpose of Human Resource Development of the staff, various training programmes were given to them; JICA training in Japan and English Training in Sri Lanka, in addition to a series of lectures by the Japanese Expert Team. According to the questionnaire, most of the staff members are satisfied with this area. For the Project staff, there were more than 40 basic lecture sessions and field visits for them. The details are shown in Annex 4.

<Staff Capacity>

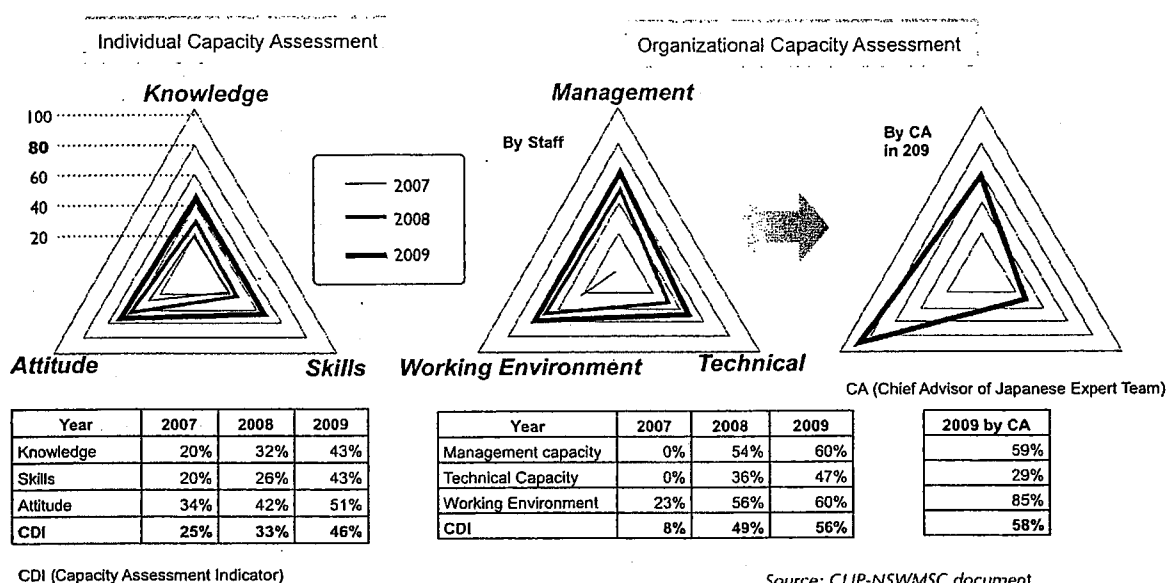
The Project introduced "Overall Capacity Assessment Regarding Solid Waste Management" by using a triangle chart. This is a self-evaluation method, but is objective to a certain extent because the Chief Advisor of the Japanese Expert Team also evaluates and compares the results. For example, the result of assessment by NSWMSC staff greatly improved from 0% to 36% in 2007. However, the Chief Advisor assessed that the technical capacity of NSWMSC reached only 12%.



Interestingly, the more staff came to know about technical or related subject in SWM, the more he/she evaluates him/herself severely in the initial stage. The Chief Advisor noted this and evaluated the results carefully.

Chart 1 shows the results in chronological order, and most of the staff members showed significant development, although the above mentioned aspect should be considered. In fact, in the light of the fact that the most of the staff members are not specialists, this is a great achievement, even though they could not show the possibility to achieve the target (80%).

Chart 1 Capacity Assessment Result 2007 and 2008 by NSWMSC Staff



<Coordination of stakeholders>

The Project, on behalf of the Ministry, has contacted and held a series of discussions with donors and other relevant organizations that are interested in, or related to, SWM. The Project also organised two seminars on SWM in 2007 and 2008 as follows.

National Seminar on Solid Waste Management organised by the Ministry
June 18, 2007 84 participants (including NSWMSC staff)

National Seminar on Solid Waste Management organised by the Ministry
11 March, 2008 109 participants (including NSWMSC staff)

<Awareness of the Project's aim and achievements>

The results of interviews and questionnaires tell us that the NSWMSC does not seem to be so active with regards to this issue despite its considerable contribution to SWM.

There is strong need to improve the communication network and visibility of the centre both with stakeholders and the public. The Project still has a low profile even among key stakeholders.

<Satisfaction of stakeholders on capacity of the NSWMSC>

According to the results of interviews and questionnaires, an unsatisfactory result is seen especially from the shortage in numbers of appropriate technical staff, although total satisfaction of stakeholders on the services is high.

<Output 2> Facilitation Capacity of the NSWMSC for formulating SWM Action Plans of LAs is acquired

<Data collection and identification of priority areas>

This is being achieved by conducting fact finding and producing action plans in target areas for them. A total of 79 LAs showed interest by submitting applications for SWM technical assistance in 2007. From this, seven LAs were nominated and the Project visited the seven short-listed local authorities to conduct further investigations. Four LAs were finally selected in accordance with following criteria.

Initial Criteria for first nomination (short list) are:

- a. The solid waste management annual budget is more than 6 million Rupees;
- b. The population density is more than 1000 inhabitants per square meter; and
- c. The availability of the candidate land for the proposed SWM project.

Due to lack of assessment ability of LAs, the information was not as reliable as it should be. So then the Project set up additional criteria. The criteria are:

- Magnitude of the existing negative impacts due to the waste disposal system; and
- Magnitude of the necessity of technical assistance to materialize the proposed SWM project.

The criteria and selection process can be seen to be suitable, but there should be more specific criteria in order to avoid any external interference in the selection process. In addition to that, if applicants (LAs) knew the criteria before they submit their applications, first selection could be more easy work because most of them did not have the qualifications.

In early 2008, thirteen LAs were listed up based on basic information collection conducted by the NSWMSC staff. As a result of field investigation by the Japanese Expert Team, five LAs were identified as the targets in accordance with following selection criteria.

- a. No duplication with assistance by any other organizations such as donors, CEA, Waste Management Authority
- b. Availability of land for the proposed SWM facility
- c. Garbage collection amount per day is more than 8 tons and less than 100 tons.

<Assistance of formulating Action Plan>

So far 8 action plans have been formulated and shared with relevant officers in target areas and some feasibility study works are also in progress.

<Training for Stakeholders>

Several SWM training sessions for technical staff in targeted LAs were conducted as Annex 5, though there is no training for provincial level so far. The NSWMSC is preparing training to be held in March 2009 for other local authorities though this is out of the CUP-NSWMSC's scope.

<Satisfaction >

According to the results of the interviews and questionnaires, the level of satisfaction with NSWMSC's technical assistance among stakeholders in target local authorities is very high. However, this result includes the reputation of Japanese Expert Team. Thus, the real value of the NSWMSC should be discounted. Only after capacity development has been done, can this be reliably measured.

Table 5 List of the Model Project (including Ministry funded projects)



CUP-NSWMS's Model Project								
2007 79 LAs applied and 7 LAs were nominated and finally 4 LAs were selected								
	LA	Facility	Action plan	F/S	D/D	Construction	Budget (Mn)	
1	Kuliyapitiya UC	Compost + Landfill	Completed	Completed	Completed	in progress	38.3	
2	Nawalapitiya UC	Compost + Landfill	Completed	Completed	Completed	in progress	29.3	
3	Matara (New Site)	Compost + Landfill	Completed	(**)	Completed	in progress	43.9	
4	Badulla (New Site)	Compost + Landfill	(*)	(***)	-	in progress	81.2	
2008 13 LAs were nominated and finally 5 LAs were selected								
1	Kurunegala MC	Compost + Landfill	Completed	in progress				
2	Wennapuwwa PS	Compost + Landfill	Completed	in progress				
3	Ambalangoda UC	Compost + Landfill	Completed					
4	Tangalle UC	Compost + Landfill	Completed	in progress		partially done		
5	Dambulla PS	Compost + Landfill	To be done					
Ministry's Fund Project								
	LA	Facility	Action plan	F/S	D/D	Construction	Fund	
1	Alawwa PS	Compost + Landfill	-	-	Completed	in progress	MLGPC	
2	Nuwara Eliya MC	Improvement of landfill and night soil treat	-	-	Completed	-	MLGPC	
4	Balangoda UC	Night soil treat	-	-	Completed	in progress	MLGPC	
3	Seethawakapra	Night soil treat	-	-	in progress	-	MLGPC	
5	Kegalle UC	Night soil treat	-	-	Completed	on hold	JGGA	
6	Belwera UC	Night soil treat	-	-	Completed	(****)	MLGPC	
7	106 LAs	Bell Collection	Plan of Operation was prepared					MLGPC
8	6 Schools	Recycle	-	-		in progress	MLGPC	
9	Others	Technical assistance	-	-			MLGPC	

* Badulla MC is selected as one of targets subject to the MC revises the action plan by themselves. The original action plan was made during the JICA Development Study period with assistance of the study.

** The feasibility study was done by the NSWMSC and the result did not show favourability. Then the MC found another site and carried out estimation with less assistance of the NSWMSC, then the execution design was done by the NSWMSC.

*** Same as above

**** There must be some adjustment with a project of the Waste Management Authority of Western Province.

Source: Relevant project document, NSWMSC staff

<Output 3> Facilitation Capacity of the NSWMSC for implementation of SWM Action Plans of LAs is acquired

< Guidelines and reference materials >

A number of guidelines and reference materials were prepared and published. Annex 6 shows a list of the publication and reference materials. In this section also, Japanese Expert Team covered the work.

<Model projects>

Four out of nine project sites materialized and started construction. The team appreciates their significant impact as model projects. However, after construction, there remains a lot of work to be done until things get off the ground. For instance: working process at the compost site; relocation of staff for the compost site; improvement of collection; etc. Thus the success of the model projects hinge on the operation and maintenance and more assistances from the NSWMSC will be needed in the future than in the first half period of the project.

<Sharing good practices>

The Project introduced several Good Practices in LAs by compiling reports. The Team noticed that there should also be a compilation of Bad Practices in order to avoid the same errors.

Information produced by the Project, however, is shared by a limited number of stakeholders. Many relevant persons are not aware of this information. There must be stakeholder analysis so that the Project can analyze and identify key persons again.

<Monitoring & evaluation and reporting>

An evaluation mechanism will be set up in the second half period of the project.

In the most of the cases, "Environment Monitoring" is one of conditions of the Environmental Clearance and the LAs have been submitting the Monitoring Reports to the CEA with assistances of the NSWMSC by organising each Monitoring Committee. Kuliapitiya UC has already conducted the Monitoring Committee 3 times with participation of the NSWMSC and the CEA.

The Team, in addition to the environment monitoring, noticed the need for a detailed monitoring system for their operation and confirmed that the Project is now preparing the monitoring parameters.

3.2.3 Implementation Process

<Steering Committee>

The Project so far has managed three steering committee meetings.

The following steering committee meetings were held:

1st Steering Committee 19th March 2007

Agenda: *Opening Speech(s) & Self Introductions*
Explanation of the object of the Project
Explanation of the Project operation plan
Discussion on the Project

2nd Steering Committee 3rd March 2008

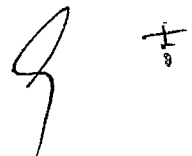
Agenda: *Progress Report on the project*
Programme for the next fiscal year

3rd Steering Committee 2nd September 2008

Agenda: *Welcome address by the Secretary of MLGPC*
The Speech on Solid Waste Management Policy by the Secretary of MENR
The progress of NSWMSC
The plan and its achievement of CUP-NSWMSC
Observation of Stakeholders for Solid Waste Management

The meetings were well organized by the Ministry and stakeholders. At the same time there were some observations on the meetings.

a. The agendas should be more specific about the project direction and problem solving of the Project.



- b. There were a number of absences by key persons. Especially, there were many absences by such people as the CEA, Ministry of Environment, Ministry of Health and the UDA at the first meeting. In the interview with the Team, some of them stated that they still had no clear understanding of the Project. This can be overcome by due diligence in the future.
- c. There must be an action plan after the meeting so that they can manage "what to do". There were several urgent issues to be discussed among stakeholders; for instance; staff shortage, large demand from local authorities, etc., thus the project will have to tackle these many these difficulties using detailed action plans.

<Communication Management>

Communication among personnel in the Project is satisfactory level according to the interviews and the questionnaires and this is contributing towards an effective operation of the Project.

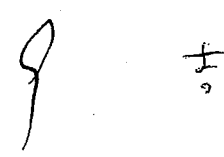
However, some external stakeholders e.g. ACLGs, NGOs, academics, practitioners, have not been identified yet in the Project communication. There should be more involvements of those who can be recognised as resources in the all process of the Project activities.

The Team recognises that it is important to increase candid dialogue between the Ministry and JICA or among stakeholders because in the initial stage of a new Project, various matters arise, which have to be solved through such discussions.

3.2.4 Overall Goal

< Overall Goal > Local Authorities improve solid waste management

The present Overall Goal seems too ambitious and must be more realistic. In addition to that, the primary target and time frame should be defined.



4. EVALUATIONS BY FIVE CRITERIA

In the context of Capacity Development, five criteria are interrelated and interactive. Therefore, there may be repeated issues in each criterion.

4.1 Relevance

Relevance: An overall assessment of whether the Project Purpose and Overall Goal are in line with recipient and donor policy and with recipient needs

The Team concluded that Relevance of the Project is basically fair and is partially unsound.

<Priority in GOSL's policy>

The Team concluded that, basically, the Project remains fairly relevant. This is because SWM is prioritized at national level as well as LA level, and the services of the Centre are welcomed by LAs. One of proofs is the fact that most of SWM projects' sources of funds were relevant Ministries.

For example, as explained in the Achievement analysis part, the level of satisfaction with NSWMSC's assistance among stakeholders in target local authorities is very high. All of them stated that the model projects could not make any progress without the support from the NSWMSC. This is proof of the significance and necessity of the Centre.

The Team also appreciated the strong commitment and great leadership of the MLGPC on the SWM issue and evaluated that it is a noteworthy fact.

<Priority in Japanese ODA strategy>

In the country aid strategy towards Sri Lanka, Japanese policy clearly states that keeping the island as a beautiful country through improvement of infrastructure, and conservation of living & social environment in the urban cities, as well as improvement of the urban environment, is one of the key areas of JICA cooperation.

<Observations>

At the same time, the Japanese side of the Team expressed strong concern about the relevance of the project due to the following issues:

- a. There is a strong need of a national coordination mechanism led by the Ministry so that relevant institutions can work together without any inefficiencies.
- b. It is the right time to have a long term vision of the NSWMSC with clear targets for LAs. This is the principal cause of the above issues. With a clear long term vision, the NSWMSC can be proactive to prevent the present situation.
- c. The Ministry's fund is now out of the scope of the Project although the Centre has managed Ministry's funded projects. There must be a stronger link with the Project design and strategy.

<Other issues>

Current urgent needs in Colombo metropolitan areas, future needs in the Northern and Eastern part of the island and cluster system for several LAs have not been covered yet by the NSWMSC. The Ministry is expected to show its stance on those issues in the future.

4.2 Effectiveness

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Effectiveness: Status of the achievement at the Project Purpose level

The Team evaluated that Effectiveness is generally, but not fully secured.

<Visible outputs and Main concept of the Project>

The Project produced visible outputs like several compost plants. However, there would be more critical stages in their operational & maintenance phase. The Project will be tested in the second half of the project period, whether it will be able to show sustainable outcomes or not.

In addition, the main concept of the Project, the Capacity Upgrading, has been given second priority in the initial phase and the Project is just steering the direction towards where it is to be expected. The stakeholder should be supportive this direction.

<Inhibiting Factors>

- a. The Deputy Director of NSWMSC, the only core staff member, was assigned in Oct. 2007 and four other staff members underwent training in Japan in 2007. So, the actual project commencement was in 2008.
- b. There was no link between the Ministry's fund and the original project operational plan. Consequently, the scope was widened and it made the NSMWSC staff and Japanese Expert team unexpectedly.

4.3 Efficiency

Efficiency: A measure of the production or Output of the Project in relation to the total resource input

Apart from the staff shortage issue, stakeholders showed their satisfaction with the input from both sides and the Team came to the conclusion that Efficiency is well secured in general. In this section, however, it is important to go back to the original concept of the Project.

The Team also identified the following points:

- a. There is a big opportunity being lost because of the shortage of core staff. The Japanese Expert Team is being dispatched for Capacity Development of the Centre, but is working as filler personnel. So there is some contribution to Project Purpose level, but it is nothing but partial success and anything but a total success. The cost effectiveness is not favorable.
- b. There must be a concept of utilization of available local resources, namely academic professionals, experienced implementers, young researchers and so on. Further more, there can be model projects as a good practice or bad practice, other than the model projects of the CUP-NSWMSC. These entities are also local resources to be used.
- c. The provincial mechanism (vertical) and local network (horizontal) are also essential for effective project implementation and information sharing but so far there has been no exploration in this area. For example, in the process of the action plan making, provincial officers can be involved in by forming a committee as needed. More importantly, technical assistance from provincial level for LAs activities, in Engineering, Procurement and Construction, is an indispensable area which the NSWMSC must try to strengthen.



- d. There was a voice that some Japanese Experts did not transfer expected level of knowledge and skill and made a lesser contribution to the Project. The team deeply analyzed the background factors through interviews or a group interview and observed that it could be accounted for by the lack of communication between the Ministry and Japanese Expert Team.

4.4 Impact

Impact: The positive and negative changes, produced directly and indirectly as the result of the Project

It is too early to analyze the Impact of the Project but is important to predict it based upon the current situation.

The Team recognized from the findings of the evaluation survey that the following impacts are emerging from the Project:

- a. The model projects with appropriate technologies of the Project have had a spillover effect and shown and encouraged other LAs that there is a feasible direction in their SWM. (positive impact)
- b. At the same time, most of the LAs are becoming so called "product-oriented" which is attracting many stakeholders because they think SWM problems can be sorted out by having a compost plant. In fact, however, the product is a tool and they will have to realize that even after they acquire the plant, there might be many other things to be done. Some target LAs showed the same way of thinking during field visits by the Team. (negative impact)
- c. So far there has been no sign of a big impact in institutional framework and societal level capacity such as general public's behavior because of the Project. The Project is now ready for this issue too.

4.5 Sustainability

Sustainability: An overall assessment of the extent to which the positive changes achieved by the Project can be expected to last after the completion of the Project

It is also too early to analyze the sustainability after the completion of the Project. The findings of the evaluation, however, assert with a high degree of probability that sustainability of the Project outcome is not fully secured. Unless the stakeholders take the necessary actions, the centre will not be able to continue its work with qualified staff after the end of the project because of the following reasons:

- a. The core parts of the Project are being done by a Sri Lankan engineering staff, Deputy Director, and the Japanese Expert Team. Thus the Centre will face enormous challenge if present condition would not change.
- b. There is insufficient involvement of key stakeholders in the process of the model projects.
- c. After a few years, many local authorities will have to seek another source of funds for SWM. This is why the Project conducted an introduction course of the LLDF for LAs' officials, but at present they have not shown their interest in taking out a loan like LLDF according to the interviews.

5. FINDINGS AND EVALUATION FROM CAPACITY DEVELOPMENT PERSPECTIVE

Capacity Development (CD) refers to the ongoing process of enhancing the problem-solving abilities by taking into account all the factors at individual, organisational and societal levels. In the public sector, it is very essential to focus institutions, policies, and social systems as well as improving the competence of individuals and an organisation. Because sustainable and effective outcomes cannot be realised without such a mechanism and system which is called "enabling environment".

In this aspect therefore, the Team analysed the findings as follows:

a. Importance of broader approach to solve problems

The Project and the Ministry succeeded in producing visible outputs and human resources development of the NSWMSC and is now going to challenge to improving policies and social systems so that SWM issues of local cities in Sri Lanka can get progressively better with practical and sustained solution.

The Ministry is expected to lead the movement and coordinate relevant entities so that the Project and all relevant stakeholders can come together to create better "enabling environment".

b. Promote a practical implementation structure

The NSWMSC was established under the MLGPC, and there are many advantages because of this. The Ministry can exert its power to all level of Local Governments in order to give necessary assistances through the NSWMSC for them. However, there is a big room to promote more effective mechanism, for instance, having stronger involvements of provincial level and enhancing networks among local authorities in accordance with the present provision of structure.

The Ministry has been showing strong interest in this matter with firm commitments and effective leadership. Thus, it is time to have concrete plan and a practical implementation structure.

In the concept of CD, it is also important to focus on proactive and endogenous efforts (ownership). In this regard, following points can be also pointed out:

a. Accumulation of knowledge and skill at the NSWMSC

For case evidences, in August 2008, NSWMSC staff conducted a site survey for Tangalle UC under the direction of the Deputy Director of the NSWMSC without any leading instructions from Japanese Expert Team. In addition to this, the Deputy Director is fully capable for giving all procurement instructions for local authorities' constructions and she does not need any input from Japanese Expert Team, which indicates development in technical capacities as well as ownership.

There are some proofs of improvement of capacities at individual and organisational levels. At the same time, however, the Centre has not yet come to the level of what they are expected in terms of both quantity and quality of the service, mainly because of staff shortage. This is most urgent and crucial thing.

b. Utilisation of "resources"

In the process of a Compost Plant construction in Kuliapitiya UC, the provincial engineer refused the approval of the estimation because of a reason that he did not know anything about the SWM. This event indicates that provincial resources must be strengthened in terms of SWM by producing effective mechanism and training the resources.

Apart from the model projects which are assisted by the Project, there are some succeeding SWM projects, like Balangoda UC, without getting big input from the NSWMSC and also there are many un-succeeded SWM projects, like Embilipitiya UC. These facts tell us that the Centre can utilise them as resources of good practice and/or bad practice for other local authorities.

In September 2008, "JICA Ex- Participants Association of Solid Waste Management – Sri Lanka" was established with more than 100 members and a national workshop of the Association was organised by the NSWMSC. In spite of the successful establishment of the Association as a resource in SWM, the Centre has underutilised the network so far and has no strategy for further use of the network.

There are needs of immediate and decisive actions for how to maximise to use and strengthen existing resources.

c. Incentive mechanism for local authorities and provincial councils

The implementation structure at local authorities and provincial level must be based on incentives instead of imposed structure by top-down approach or conventional training opportunity.

The Ministry and the Project should explore when and by what they are highly motivated. Media coverage, competition, qualification system in SWM, appreciation by monitoring evaluation etc. can be carefully considered for sustainable mechanism.

d. Financial sustainability

As the country will move into another level of development stage, there will be another level of SWM related problems. Therefore, the Ministry should secure a sufficient budget to address this long-term issue including upgrading the NSWMSC' capacity.

At the same time, there are some concerns about sustainable implementation of local authorities' SWM activities. Because many local authorities are interested in solving SWM problem but only a few understand there must be continuous and effective efforts for operation by them and the financial stability even after they constructed a new SWM infrastructure.

They also should consider how to ensure the source of funds for construction of an infrastructure and operation and maintenance of it. Improvement revenue income and utilising the loan scheme are options they can go for. The Project and the Ministry should give necessary advices and direction on these issues too.

6. RECOMMENDATIONS

The relevant stakeholders must be proud of the success of the Project. At the same time, it is very important to share a sense of crisis on the Project situation because the Team recognised there could be a danger in sustainability in spite of the big demand of LAs. Therefore, it is advisable to take some concrete action to improve the Project mechanism and also promote a better external environment.

The Team made the following recommendations:

A. Immediate action on personnel placement

Core staff vacancies (1 Director, 2 Deputy Directors and 3 Assistant Directors) should be filled immediately without delay, which is one of the Preconditions of the Project.

There should be detailed steps with a particular timeframe. The Team recommend the Ministry to submit the action plan on this by 13thth March 2009 so that both sides can monitor the progress.

The Team also recommend that JICA send a mission to observe the progress of this issue in June 2009.

B. Enhancing coordination with other SWM institutions

There must be a coordinating work at all level, national, provincial and cross functional for the overall context of the nation's policy. All organisations must share the information about the target LAs and the projects they work on, and do monitoring on the project together.

The Team recommend that the Ministry take necessary action with a clear picture of coordination structure.

Japanese side of the Team emphasized that only above action can secure an objective rationality and the relevance of the JICA's assistance to the Project.

C. Effective assistance mechanism for Local Authorities

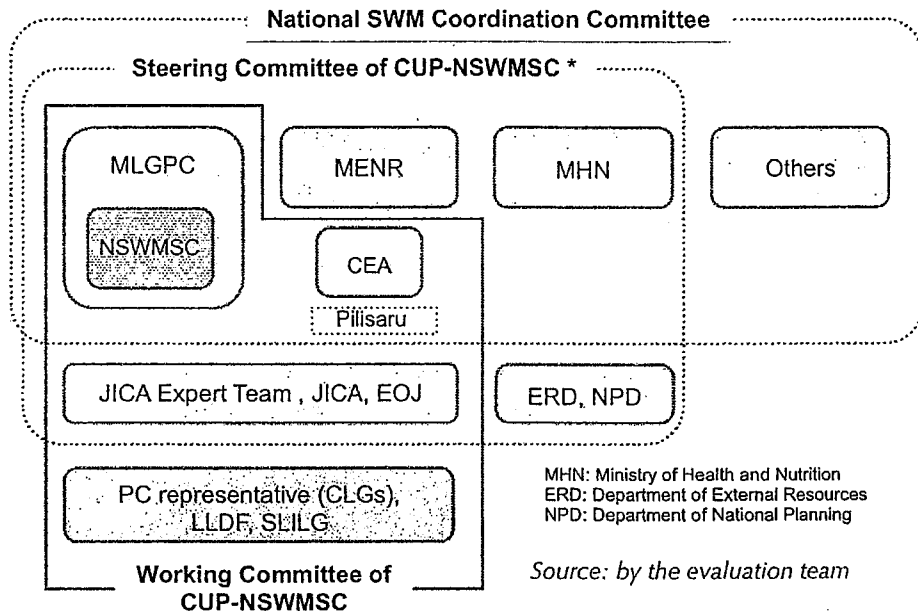
Strong involvement at provincial level is essential, although it depends on each province's situation. For example, it is advisable to set up a project committee with provincial officers when a SWM project is initiated. Further more, networks among stakeholders, for example a leading LA to other LAs, should also be strengthened in order to share good SWM practices.

To strengthen above mechanism, there are urgent needs in training for engineering staff of provincial councils and local authorities as well as local government's technical, environment, health and community development staff, for sustainable SWM implementation. In other words, it is important to produce a resource base for the SWM at provincial centre under the departments of Local Government.

D. Restructuring of the meetings, National SWM Coordination Committee, Steering Committee of the Project and fortnightly progress meeting of the Project.

The Steering Committee of the Project can be part of the National SWM Coordination Committee. By making this arrangement, the coordination among stakeholders can be expected automatically.

Chart 1 Proposed Coordination Structure



The Project is now organising fortnightly progress meetings to discuss matters related to project implementation. The Team recommend changing this as a proactive working committee which can be maintained sustainably even after the project period. For example, it may consist of more practical members when needs arise like following members:

Director of the SLILG, Director of LLDF, CLG(s), other relevant project staff, Embassy of Japan (as an observer)

Chart 1 shows proposed structure and this is to be discussed in the Mid-term Strategy described later.⁷

E. Revision of the PDM

In order to clarify some points, there must be revision of the PDM as per attached Annex 7. The indicators for the Project Purpose should be discussed by the Project based on the proposed indicators by The Team. Main points are as follows.

- The target group of the project must be redefined and Provincial Councils & Local Authorities should be also the primary target
- There must be a clear output of an efficient mechanism for supporting LA's SWM
- The SWM budget of the Ministry must be part of input of the Project

F. Appointment of an officer in charge of environmental issues in the Centre

When it comes to the SWM activities, environmental issue is capital area. He/she is supposed to give technical advices in a timely manner to LAs. He/she also must manage the environmental procedure working closely with the CEA so that LAs can get the Environmental Clearance etc. One of NSWMS C staff should be appointed as an environment officer with good qualification and experiences.

G. Regular contact towards media

9 10

One of key stakeholders has been left behind. The Project should take the opportunity and show leading practices and project activities, like Action Plan Presentation, to raise awareness of civil society on SWM and appeal the importance of change in public general's behaviour. This can be also a pressure to the GOSL.

H Possible loan schemes for SWM project in the future

One of workable alternatives for the longer-term budgetary stability for SWM projects is getting loans under the favorable conditions. The Ministry and the Project are responsible for the direction which local authorities can follow as well as improvement revenue incomes of local authorities by carefully analysing the current situation.

I. Mid-term strategy for the NSWMSC

Mid-term strategy should include above recommendations and how to materialise each issue. This is very crucial for the Project success because the Project has only limited period and will have new organisational structure with additional core staff.

The Team suggested to the Ministry to authorize the strategy by the middle of March 2009 and setting up a working group for the Mid-term strategy immediately.

The Mid-term strategy should include:

- a. New organisational structure with new management staff.
- b. Coordination mechanism with relevant institutions.
- c. Set up a working committee for effective implementation mechanism with strong involvement at provincial level.
- d. Plan of training for staff of LAs and PC.
- e. Possible ways for Loan scheme for SWM project in the future.
- f. Communication and information system for effective information collection and dissemination including media.
- g. One year Target of the Centre's activities with linkage of the Ministry's funds.
- h. Long term target of the Centre with long list of LAs and detailed criteria.
- i. Capacity Development Target of the centre especially management aspects.
- j. Framework of Monitoring and Evaluation System of the SWM projects of LAs.
- k. Framework of Monitoring and Evaluation System of the centre's activities and output.

Annex 1 PROJECT DESIGN MATRIX (PDM 1)

Project Title : Capacity Upgrading Project of National Solid Waste Management Support Centre (CUP-NSWMS)C

Project Area : NSWMSC Office(Colombo), Provincial Councils and Local Authorities selected in the project

Duration : 48 months (March 2007 - February 2011)

Primary target : The National Solid Waste Management Centre (NSWMSC) of the Ministry of Local Government and Provincial Councils

Secondary Target : Relevant officials of Provincial and Local Authorities

Narrative Summary		Objectively Verifiable Indicators
Overall Goal		In 80% of the local authorities in Sri Lanka:
Local Authorities improve solid waste management		1. The hygiene problems in the town caused by waste are overcome and the town maintains sanitary conditions; 2. The negative environmental and social impacts are mitigated within a legally and socially permissible level;; 3. The collection and disposal of night soil are properly managed; and 4. Other types of waste such as healthcare waste, slaughter waste, construction waste, non-hazardous industrial waste, etc. are satisfactorily managed.
Project Purpose		NSWMSC is able to continue their activities with the annual plan and the budget after (the)project's end.
The NSWMSC acquires capacity for supporting SWM activities of LAs with(in) close collaboration of relevant stakeholders so that LAs can implement the SWM activities in accordance with the National Strategy for Solid Waste Management		
Output 1		Baseline Capacity Assessment completed in inception phase.
Institutional Management Capacity of the NSWMSC is strengthened		By the end of the project: 1. NSWMSC can execute activities with clear work processes and decision making process; 2. A variety of useful information with regard to SWM is made available to stakeholders through various means such as the SWM Information Management System; 3. NSWMSC formulates and updates a comprehensive midterm plan for NSWMSC; 4. NSWMSC publishes an Annual report on National SWM Policy and Strategy; 5. All staff in NSWMSC receive intensive training on SWM to obtain basic understanding; 6. National and International institutional links and communication channels are established to strengthen coordination and collaboration among stakeholders in SWM; 7. Public and professional awareness of the project's aims and achievements is increased locally, nationally and internationally; 8. Staff capacity is achieved for 70% of the Capacity Development Targets(CDT); 9. The NSWMSC's organizational capacity is achieved for 70% of CDT. (CDT should be shown in Activity 1.1 "Capacity Assessment"); and 10. Sufficient satisfaction of stakeholders on CDT and Services of the NSWMSC.
Output 2		Baseline Capacity Assessment completed in inception phase.
Facilitation Capacity of the NSWMSC for formulating SWM Action Plans of LAs is acquired		By the end of the project: 1. Research on SWM conditions of LAs is undertaken once a year to inform and influence project direction and provincial and national policy; 2. NSWMSC is able to select the priority LAs for assistance to formulate action plans by using the selection guideline; 3. Action plans are formulated for 13 LAs or more; 4. More than 80 % of technical and professional staff receive SWM training in targeted LAs; and 5. The level of satisfaction with NSWMSC's technical assistance among stakeholders in target LAs reaches 70% or more.
Output 3		Baseline Capacity Assessment completed in inception phase.
Facilitation Capacity of the NSWMSC for implementation of SWM Action Plans of LAs is acquired		By the end of the project, 1. Various guidelines and reference materials are prepared to assist LAs to conduct SWM; 2. More than 50% of projects formulated in the action plans are materialized; 3. The technologies and information of the good practices of SWM are made accessible to LAs; 4. NSWMSC is able to monitor the progress and outputs of the projects formulated by action plans; and 5. NSWMSC prepares the monitoring and evaluation report of the projects annually.
Activities		Input
1.1 Assess the Capacity of the NSWMSC		<Japanese side>
1.2 Rationalize management structure (of the NSWMSC)		Long term experts
1.3 Develop operational processes (of the NSWMSC)		Chief Adviser / Capacity Development
1.4 Establish information management systems on SWM		Solid Waste Management
1.5 Develop mid-term implementation plan of the NSWMSC		Final Disposal / Environmental Consideration
1.6 Promote review and feedback on National SWM Policy and Strategy		Promotion of Public Participation Programme and Social Consideration
1.7 Conduct human resource planning and training programmes		Financial Management / Fund Planning
1.8 Coordinate donors and promote external resources on SWM		Short-term experts
2.1 Collect data and analyze LAs' SWM situation		Training in Japan
2.2 Identify priority LAs		Equipment
2.3 Assist formulation of SWM action plans		
2.4 Provide assistance to conduct training for stakeholders		
3.1 Provide technical assistance for procurement and construction		
3.2 Provide technical assistance for operation and maintenance		
3.3 Provide technical assistance for monitoring and evaluation		

Means of Verification	Key Assumptions (Important Assumptions)
NSWMSC annual report	
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	<ul style="list-style-type: none"> ★SWM is regarded as a priority by Government and other decision makers ★Clear responsibilities and duties are assigned and accepted by all involved parties ★Provinces and Local governments allocate the necessary resources to implement the action plan of LAs' SWM ★Full commitment to public participation procedures from all tiers of government and stakeholders ★Payment for services takes place, except in cases of genuine hardship ★Local governments have commitment to implement waste collection services ★Financial resources (incl. loans or subsidies) are available for LAs and greater investment by authorities in SWM
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	<ul style="list-style-type: none"> ★Country budget forecasts remain on track to make the NSWMSC strategy feasible ★No accelerating inflation ★Sufficient, suitably qualified staff available and retained within NSWMSC ★Obstacles of LAs' financial can be overcome
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	
Input	★Newly introduced SWM system accepted by communities
<Sri Lankan Side> Office space and utility C/P staff Director : 1 Deputy director : 3 Assistant director : 5 Staff : 12 Driver : 2 Expense and allowance for lodging for staff and drivers	
	Pre-conditions <ul style="list-style-type: none"> ★SWM is regarded as a priority by Government and other decision makers ★Sufficient financial resources available at the NSWMSC ★Timely recruitment of Management Staff ★Political and social stability exist(s)

Annex 2 Provision of equipment

Table A-1 List of Equipment for Office

Item	Qty.	Delivered	Provided by
Note book Computer	8	June	JICA
Desk Top Computer	4	June	JICA
UPS (Uninterruptible Power Supply)	4	June	JICA
Antivirus Software (for 12 computers for a year)	12	June	JICA
Microsoft Office Professional 2007 (for 12 computers)	12	June	JICA
Software for designing, AutoCAD 2008	1	August	JICA
A3 Inkjet Colour Printer	1	June	JICA
A4 Multifunctional Laser Printer (Printer, Scanner, fax, Copier)	1	June	JICA
LCD Projector	1	June	JICA
Portable Screen	1	July	JICA
Network Equipment	1	June	JICA
A3 Photocopier	1	June	JICA
Digital Camera	1	June	JICA
Sinhalese Word Processing Software	12	June	JICA
Software for homepage	1	August	JICA
Desk (1.5m x 0.9m)	5	May	MLGPC
Desk (1.2m x 0.6m)	11	June-Aug	MLGPC
Computer table	2	Aug-Sep	MLGPC
Meeting table (plastic)	1	June	Kokusai Kogyo
Rotating chair (large)	6	May	MLGPC
Rotating chair (small)	3	June	MLGPC
Chair (wood)	6	June	MLGPC
Stool (plastic)	4	June	Kokusai Kogyo
Filing cabinet	2	July	MLGPC
Open cabinet	1	July	MLGPC

Source: "Progress Report 1"

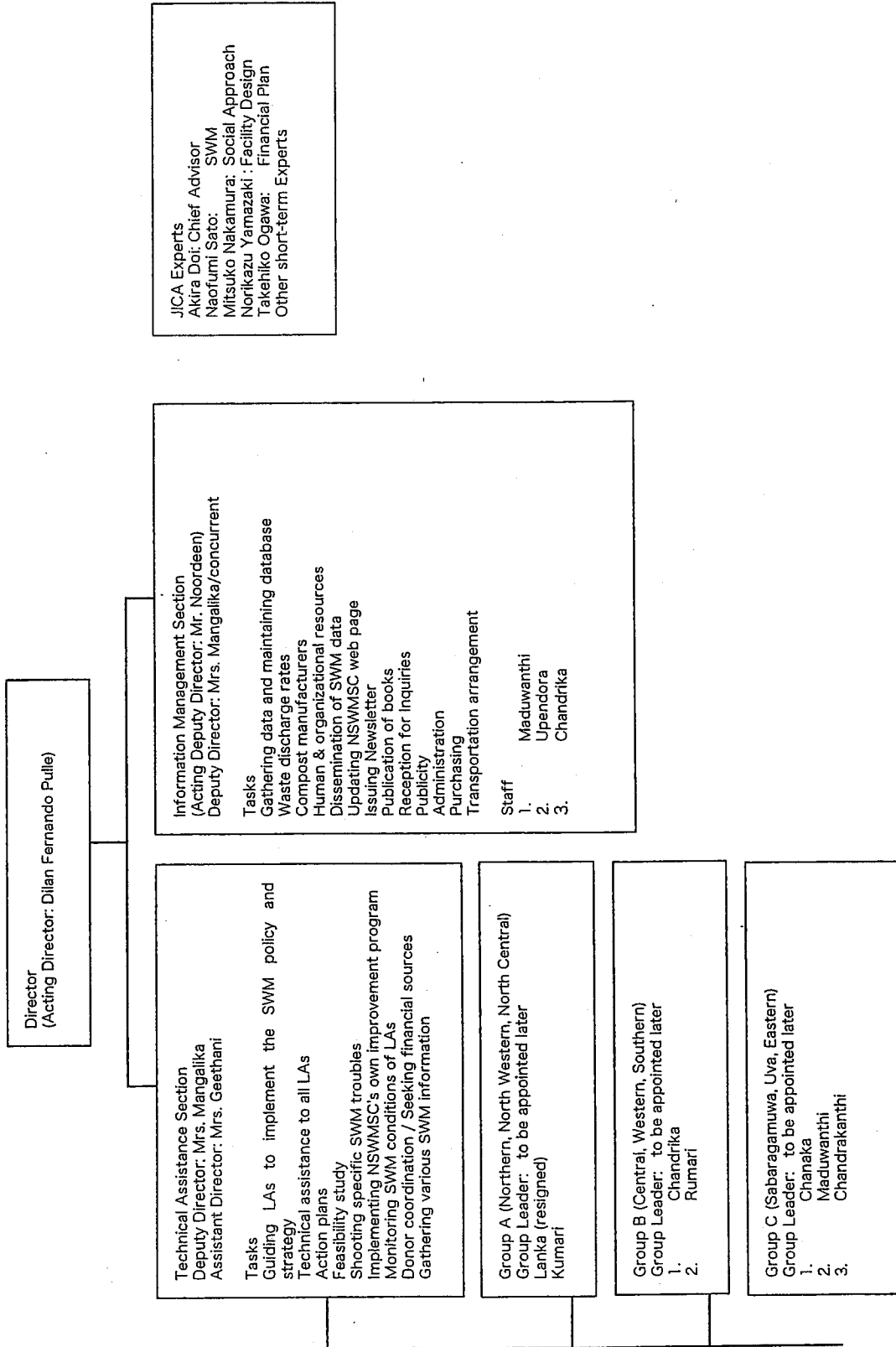
Table A-2 Other Equipment

Category	Item	Qty.	Delivered	Provided by
Transportation	4 wheel drive vehicle	2	June	JICA
Communication	Telephone (external)	2	May	MLGPC
	Telephone (internal)	1	June	MLGPC
	Contract of ADSL	1	June	Kokusai Kogyo
Waste discharge rate survey	Spring Balance	300	June	JICA
Waste composition survey	Tools for waste physical composition survey	1 set	July	JICA

Source: "Progress Report 1"

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ANNEX 3 Organisational Structure of NSWMSC



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of

ANNEX 4 List of Training for NSWMSC Staff

Table A-3 List of Training for NSWMSC staff

Code*or Category	Subject	Date
2007		
A.1.1	Basic knowledge on Waste	04 Sep
A.1.2	Objectives of SWM	04 Sep
A.1.3	Basic Technical System Components	11 Sep
A.1.4	Various Waste Amounts	11 Sep
A.1.5	Waste Discharge / Generation Rate	19 Sep
A.1.6	Determination of Waste Amount	19 Sep
A.1.7	Waste Physical Composition Survey	27 Sep
A.1.8	Various Surveys on Waste Properties	27 Sep
A.1.9	Properties of Waste Composition	02 Oct
A.1.10	Properties of Waste by Source	02 Oct
A.1.11	Waste Stream	02 Oct
A.2.1	Waste Discharge and Storage	09 Oct
A.2.2	Various Waste Collection Methods	09 Oct
A.2.3	Equipment for Waste Collection and Transportation	18 Oct
A.2.4	Various Waste Transportation Systems	18 Oct
A.3.1	Manual Compost Method	23 Oct
A.1.1 to A.2.3	(SWM course for new and additional staff) 11 staff participated	30 Oct.
A.3.2	Compost Method (Advance)	14 Nov
A.4.1	Problems caused by waste disposal	19 Dec
A.4.2	Landfill Operation Method	28 Dec
A.8.1	NIMBY Syndrome	21 Jan
Field study	- Seven staff in MoLGPC were taken to landfill sites near Colombo.	30 May
IT training	- Establishment of personal account in the computer - Rule of share holders and saving files	25 Sep
SWM training	• Training for PHI/Supervisor • Training for PHI and supervisor was given to NSWMSC staff to review the content of training.	28 Sep
Bell collection	• Training for Bell collection	09 Oct
IT training	• User account, Folder management, Administrator account management	17 Oct
Field study	Maduwathi Chandrakanti, Kumari, Doi visited the Moon Plain Landfill Site in Nuwara Eliya to study the sanitary landfill.	14 Sep
Field study	Chandrika, Rumali, Upendra, Chandrakanti, Kumari, visited the following site on 2nd Nov. - Biogas plant in Mutulajawela - Katana compost plant - Compost plant in Negombo - Compost plant in Chilaw	02Nov
Field study	Mangalika and Doi visited the Moon Plain landfill site in Nuwara Eliya to study the sanitary landfill.	05 Nov

Field study	New leachate collection liner system at Peradenia University	12 Dec
Field study	Rumali, Geethani, Lanka, Kumari visited Balangoda Compost plant to see the windrow compost.	27 Dec
2008		
Finance and Funding	Lecture on financial and funding was given to all staffs in NSWMSC.	25 Feb
A.Technical survey	1) Existing & candidate Disposal site survey 2) Large discharger survey 3) Time and motion survey 4) Waste composition survey, 3 samples 5) Waste discharge rate survey, 100 samples for 7 days	23 July to 24 Aug.
B.Non-technical survey	1) Financial data, last 3 years 2) By-law, etc. 3) Interview survey for SWM related parties 4) Resources 5) Environmental education, public cooperation, community activities, NGOs,etc. 6) Public Opinion survey, 30 samples	23 July to 24 Aug.
-	Financial Management & Training	26 Feb
-	Basis for Accounting	29 May
-	Improvement of Coding System for SWM Services	11 June
-	Sample Application Form for LLDF-funded SWM Projects	13 June
-	Improvement on Active Use of LLDF Scheme for SWM Projects	13 June
-	Basic Mathematics for SWM 1	25 June
-	Basic Mathematics for SWM 2	02 July
-	Basic Mathematics for SWM 3	23 July
-	Basic Mathematics for SWM 4	30 July
-	Basic Mathematics for SWM 5	03 Sep
-	EIA and Waste Management	11 Nov
-	Let's improve your presentation skill	11 Nov
-	Formulation of Action Plan	01 Jan
-	Operation of Compost Plants	21 Jan
-	Utilization of Maps	28 Jan

Code: Code of Capacity assessment item

Source: Japanese Expert Team

ANNEX 5 List of Training for Local Authorities

Table A-4 List of Training for Local Authorities

Local Authority	Date	Training	NSWMSC staff in charge
Kuliyapitiya UC	2007/09/20	Officer training on SWM	Chanaka, Lanka, Rumali, Chandrakanti, Kumari
	2007/10/03	Staff training on SWM	Lanka, Chandrakanti, Nakamura, Nayana
	2007/10/05	Staff training on SWM	Chandrakanti, Kumari, Nakamura, Nayana
	2007/10/13	Staff training on SWM	Deputy director, Kumari, Chandrakanti, Nakamura, Nayana
	2008/02/27	Financial Management	Lanka
	2008/12/10	Financial Management II	
Nawalapitiya UC	2007/09/13	Officer training	Geethani, Lanka, Chandrakanti, Kumari
	2007/10/10	Staff training	Chandrakanti, Kumari, Nakamura, Nayana
	2007/10/11	Staff training	Chandrakanti, Kumari, Nakamura, Nayana
	2008/02/27	Financial Management	Geethani
	2008/12/19	Financial Management II	
Matara MC	2007/10/15	Seminar to explain the present SWM & Meeting with CEB	Deputy director, Upendra, Nakamura, Doi, Nayana
	2008/02/28	Financial Management	Chandrika
	2008/12/13	Financial Management II	
Badulla MC	2007/10/12	Progress review, data collection for the action plan & Presentation for school children	Chanaka, Doi
	2008/12/18	Financial Management II	
Kurunegala MC	2008/10/06	Staff training on SWM	
	2008/12/11	Financial Management II	
Dambulla	2008/11/17	Staff training on SWM	
	2008/12/16	Financial Management II	
Tangalle	2008/11/14	Staff training on SWM	
	2008/12/24	Financial Management II	
Ambalangoda	2008/02/05	Staff training on SWM	

Source: "Progress Report 1 of the CUP-NSWMSC" & other document

ANNEX 6 List of Guidelines

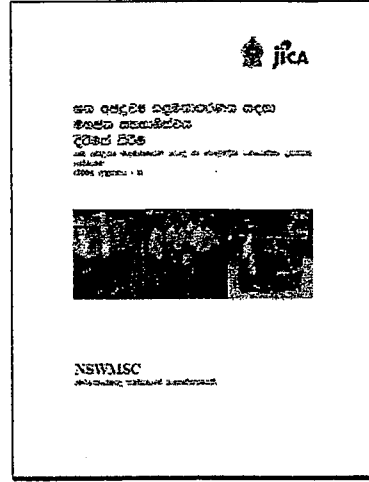
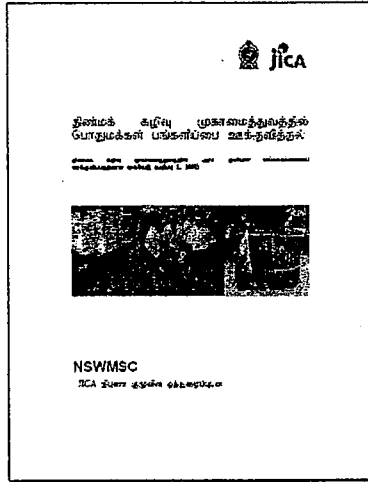
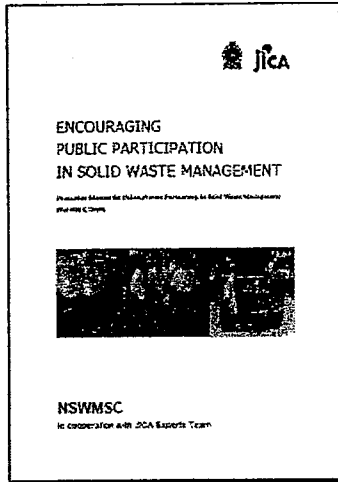
Table A-5 List of guidelines & Reference Materials

Name of Report	No of copy
Project Document	40
Progress Report 1	40
NSWMS Annual Report, English	50
NSWMS Annual Report, Sinhala	50
NSWMS Annual Report, Tamil	50
Manual on Funding and Financial Management for SWM Projects, English	30
Manual on Funding and Financial Management for SWM Projects, Sinhala	500
Manual on Funding and Financial Management for SWM Projects, Tamil	100
SWM Action Plan for Matara MC, English	10
SWM Action Plan for Kuliypitiya UC, English	10
SWM Action Plan for Nawalapitiya UC, English	10
SWM Action Plan for Matara MC, Sinhala	20
SWM Action Plan for Kuliypitiya UC, Sinhala	20
SWM Action Plan for Nawalapitiya UC, Sinhala	20
SWM Action Plan for Matara MC, Tamil	10
SWM Action Plan for Kuliypitiya UC, Tamil	10
SWM Action Plan for Nawalapitiya UC, Tamil	10
ENCOURAGING PUBLIC PARTICIPATION IN SOLID WASTE MANAGEMENT, English	50
ENCOURAGING PUBLIC PARTICIPATION IN SOLID WASTE MANAGEMENT, Sinhala	500
ENCOURAGING PUBLIC PARTICIPATION IN SOLID WASTE MANAGEMENT, Tamil	100
SWM Textbook for LAs, English	40
SWM Textbook for LAs, Sinhala	60
SWM Textbook for LAs, Tamil	50
SWM Database	-
C/P Training Report English	-
C/P Training Report Sinhala	-
Guidelines for The Selection of Technical Assistance Scheme To Assist Local Authorities	-
Guidelines for The Selection of Technical Assistance Scheme To Assist Local Authorities	-
Guidelines for The Selection of Technical Assistance Scheme To Assist Local Authorities	-
MANUAL FOR IMPLEMENTATION OF SOLID WASTE MANAGEMENT PROJECTS	-
MANUAL FOR IMPLEMENTATION OF SOLID WASTE MANAGEMENT PROJECTS	-

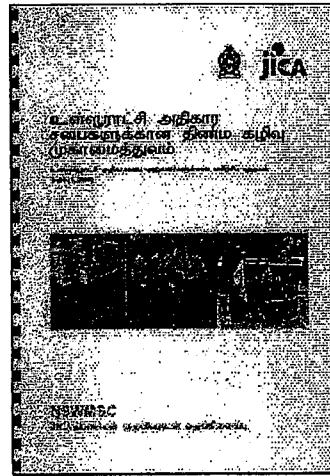
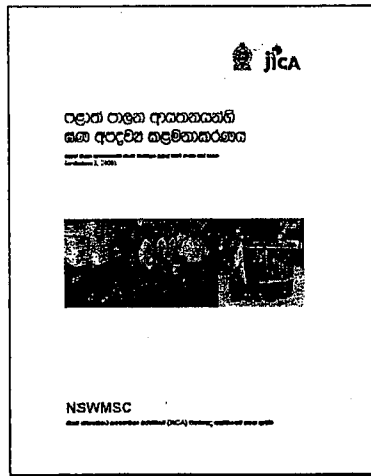
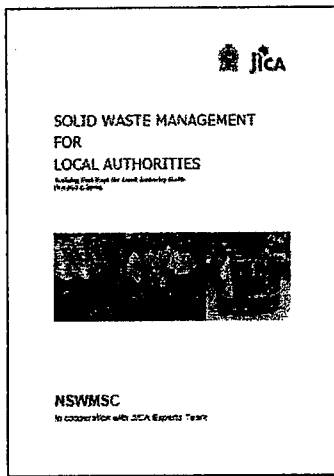
Source: Japanese Expert Tem

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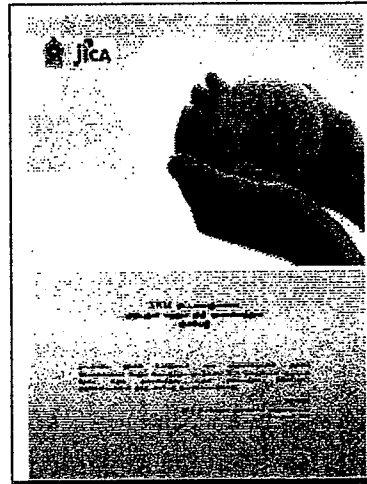
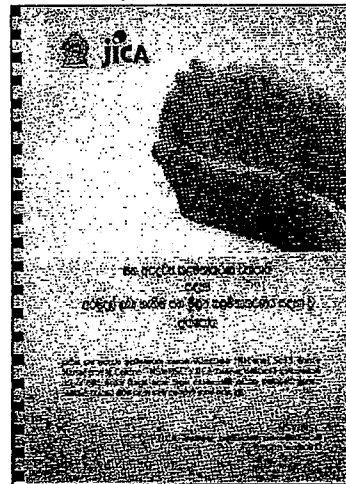
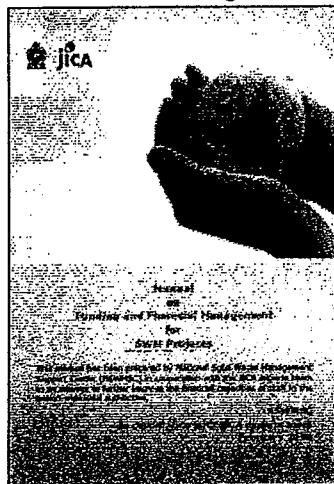
Encouraging Public Participation in Solid Waste Management



Solid Waste Management for Local Authorities

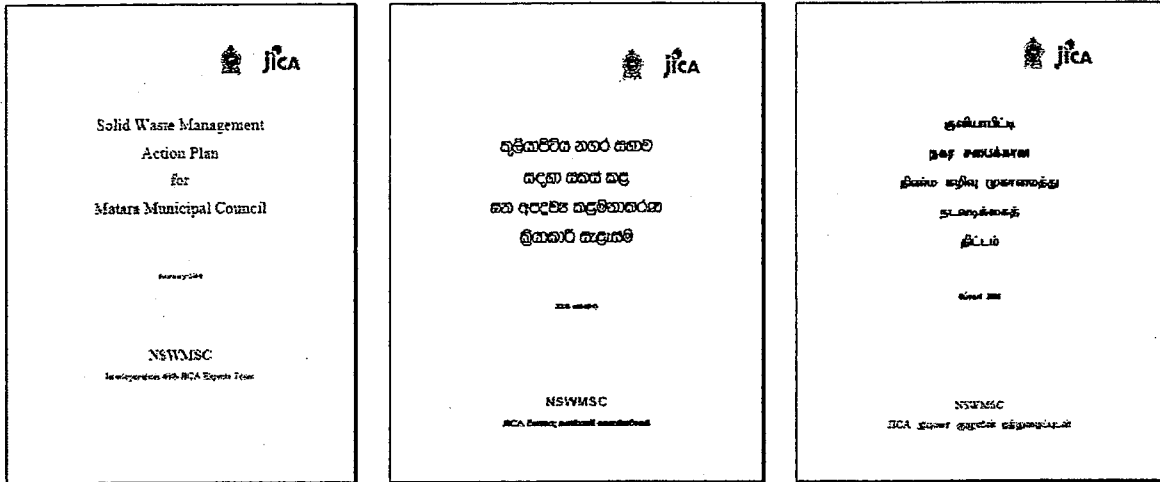


Manual on Funding and Financial Management for SWM Project

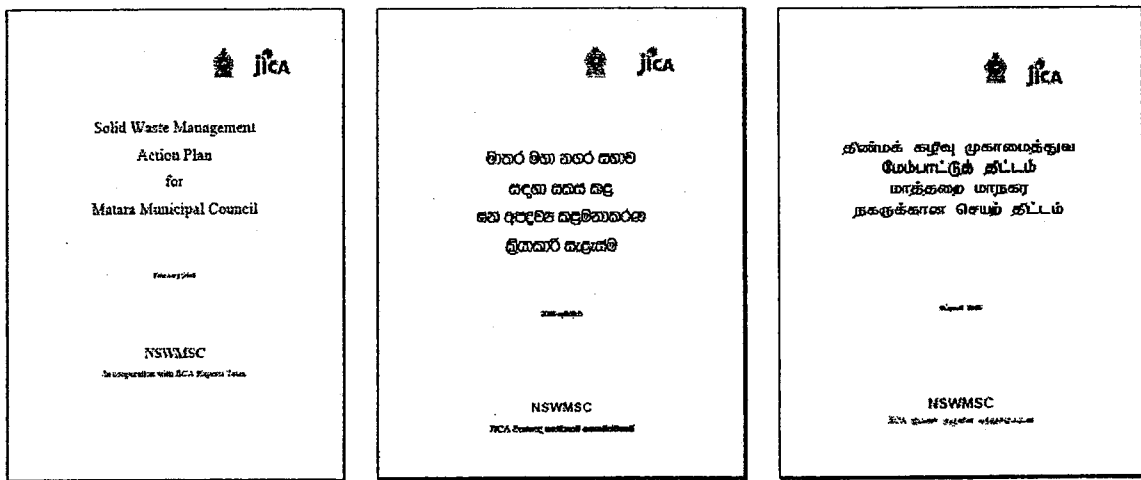


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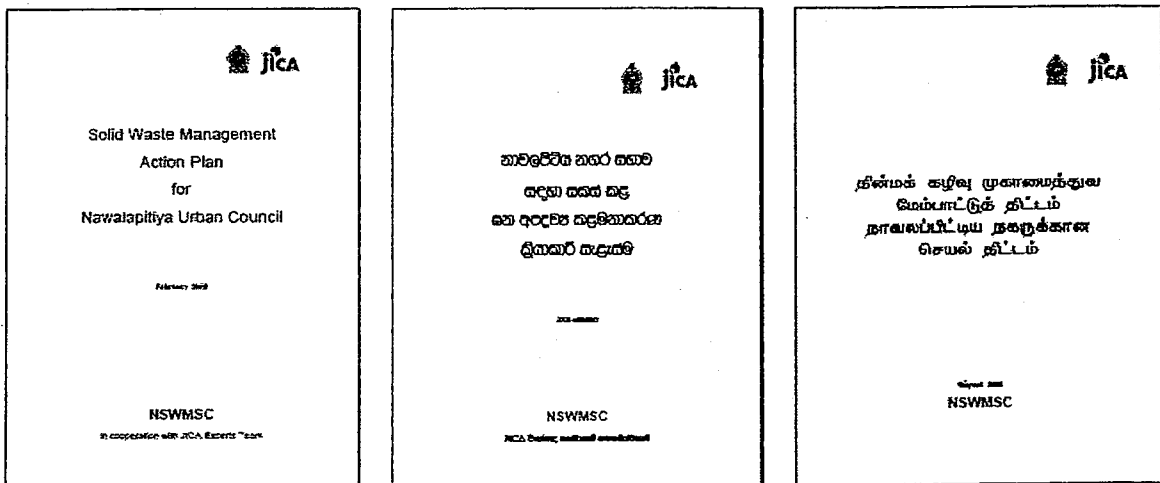
SWM Action Plan for Kuliypatiya UC



SWM Action Plan for Matara MC

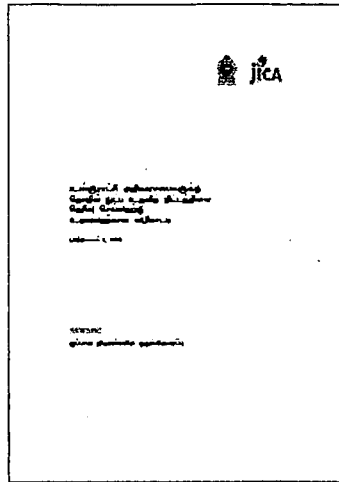
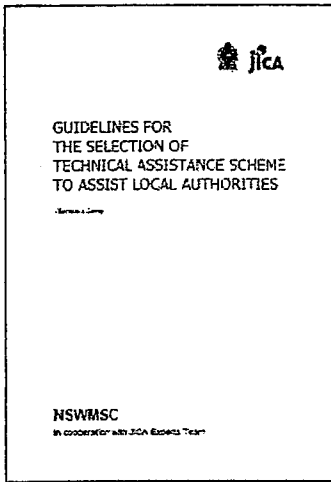


SWM Action Plan for Nawalapitiya UC

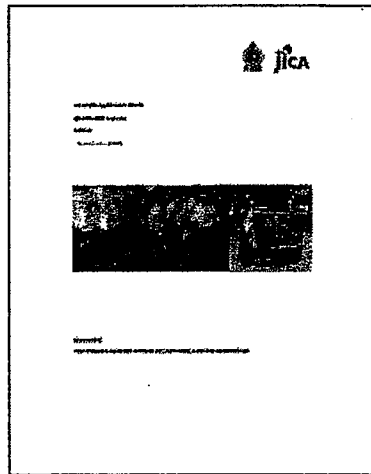
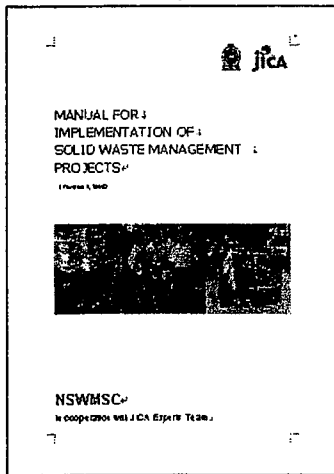


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Guideline for the Selection of Technical Assistance Scheme to Assist Local Authorities



Manual for Implementation of Solid Waste Management Projects



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ANNEX 7 PROPOSED PROJECT DESIGN MATRIX (PDM 2)

Project Title : Capacity Upgrading Project of National Solid Waste Management Support Centre (CUP-NSWMSC)

Project Area : NSWMSC Office(Colombo), Provincial Councils and Local Authorities selected in the project

Duration : 48 months (March 2007 - February 2011)

Primary target : The National Solid Waste Management Centre (NSWMSC)-of the , Ministry of Local Government and Provincial Councils,

Secondary Target : Relevant officials of Provincial and Local Authorities

Narrative Summary		Objectively Verifiable Indicators
Overall Goal		In 50(80)% of the local authorities which are prioritized by the project as " Target 100 LAs" in Sri Lanka by 2015: 1. The hygiene problems in the town caused by waste are overcome and the town maintains sanitary conditions; 2. The negative environmental and social impacts are mitigated within a legally and socially permissible level;; 3. The collection and disposal of night soil are properly managed; and 4. Other types of wastes such as healthcare waste, slaughter waste, construction waste, non-hazardous industrial waste, etc. are satisfactorily managed.
Local Authorities and relevant stakeholders improve solid waste management		
Project Purpose		
The NSWMSC acquires capacity to solve problem and support SWM activities of LAs in close collaboration with relevant stakeholders so that LAs can get capacity to implement the SWM activities in accordance with the National Strategy for Solid Waste Management		
Output 1		Baseline
The NSWMSC establishes basic organizational Structure with a mid-term implementation strategy (Institutional Management Capacity of the NSWMSC is strengthened)		
Output 2		Baseline
The NSWMSC establishes an efficient mechanism for supporting LA's SWM by stakeholders		
Output 3		Baseline
The NSWMSC provides its assistance for LA's SWM and acquires facilitation Capacity through the assistance Facilitation Capacity of the NSWMSC for formulating SWM Action Plans of LAs is acquired ----- Facilitation Capacity of the NSWMSC for implementation of SWM Action Plans of LAs is acquired		
Output 4		
The NSWMSC provides necessary information so that the Ministry can contribute National SWM policy and strategy		
Activities		Input
1.1	Develop mid-term implementation strategy of the NSWMSC	<Japanese side> Long term experts Chief Adviser / Capacity Development Solid Waste Management Final Disposal / Environmental Consideration Promotion of Public Participation Programme and Social Consideration Financial Management / Fund Planning
1.2	Rationalize management structure (of the NSWMSC) for the strategy	
1.3	Develop operational plan (of the NSWMSC)	
1.4	Conduct human resource planning and training programmes	
1.5	Set up targets and assess the problem solving capacity of the NSWMSC	
2.1	Explorer and establish support mechanism for LAs by stakeholder	Short-term experts Training in Japan
2.2	Establish an information dissemination system for stakeholder	Equipment
2.3	Promote stakeholder awareness by participatory method	
2.4	Provide assistance to conduct training for stakeholders	
3.1	Identify priority LAs & Assist formulation of SWM action plans	
3.2	Provide technical assistance for procurement and construction	
3.3	Provide technical assistance for operation and maintenance	
3.4	Provide technical assistance for monitoring and evaluation	
4.1	Collect data and analyze LAs' SWM situation for SWM Information System	
4.2	Promote review and feedback on National SWM Policy and Strategy	
4.3	Coordinate donors and promote external resources on SWM	

Means of Verification	Key Assumptions (Important Assumptions)
NSWMSM annual report	
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	<ul style="list-style-type: none"> ★There is a fair coordination mechanism among stakeholders ★SWM is regarded as a priority by Government and other decision makers ★Clear responsibilities and duties are assigned and accepted by all involved parties ★Provinces and Local governments allocate the necessary resources to implement the action plan of LAs' SWM ★Full commitment to public participation procedures from all tiers of government and stakeholders ★Payment for services takes place, except in cases of genuine hardship ★Local governments have commitment to implement waste collection services ★Financial resources (incl. loans or subsidies) are available for LAs and greater investment by authorities in SWM
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	<ul style="list-style-type: none"> ★Country budget forecasts remain on track to make the NSWMSM strategy feasible ★No accelerating inflation ★Sufficient, suitably qualified staff available and retained within (the) NSWMSM
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	<ul style="list-style-type: none"> ★Obstacles of LAs' financial can be overcome and LAs take steps toward sound public finance
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	
Project monitoring and evaluation Fortnightly progress meeting records Steering Committee records Interview to stakeholders	
Input	★Newly introduced SWM system accepted by communities
<p><Sri Lanka Side> Ministry's SWM Budget</p> <p>Office space and utility</p> <p>C/P staff Director : 1 Deputy director : 3 Assistant director : 5 Staff : 12 Driver : 2</p> <p>Expense and allowance for lodging for staff and drivers</p>	<p>Pre-conditions</p> <ul style="list-style-type: none"> ★SWM is regarded as a priority by Government and other decision makers ★Sufficient financial resources available at the NSWMSM ★Timely recruitment of Management Staff ★Political and social stability exist(s)

ANNEX 8

**Evaluation Grid of Mid-term Evaluation
Capacity Upgrading Project for NSWMSC (CUP-NSWMSC) Sri Lanka**

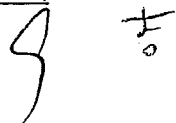
Verification of Performance

Overall Goal	Actual Achievement	Remarks (Sources)
<p>In 80% of the local authorities in Sri Lanka:</p> <ol style="list-style-type: none"> 1. The hygiene problems in the town caused by waste are overcome and the town maintains sanitary conditions; 2. The negative environmental and social impacts are mitigated within a legally and socially permissible level;; 3. The collection and disposal of night soil are properly managed; and 4. Other types of wastes such as healthcare waste, slaughter waste, construction waste, non-hazardous industrial waste, etc. are satisfactorily managed. 	<p>The present Overall Goal seems too ambitious and must be more realistic. In addition to that, the primary target and time frame should be defined.</p> <p>The team recommended following indicators in draft PDM2.</p> <ul style="list-style-type: none"> - Present - < In 80% of the local authorities in Sri Lanka;> - Proposed - <In 50% of the local authorities which are prioritized as " Target 100 LAs" in Sri Lanka by 2015> 	<p>Project Documents, Site Visits & Interview</p>
<p>Project Purpose</p> <p>The NSWMSC acquires capacity for supporting SWM activities of LAs with close collaboration of relevant stakeholders so that LAs can implement the SWM activities in accordance with the National Strategy for Solid Waste Management</p>	<p><Acquiring Capacity> The Team noticed that many visible outputs can be seen in the model projects. This is because of the great efforts made by MLGPC showing leadership and commitment. The Team, however, evaluated that the Project has not achieved the expected results, as far as the Project Purpose is concerned, at this stage. It is a big challenge for the Project; as to whether it will be able to show a rapid catch up in the second half period of the Project, in order to accomplish the desired result. a. There was no appropriate staff allocation especially at management level. This could be recognized as an external issue because many efforts were being made by the MLGPC to try to materialize the original plan.</p>	<p>Project Documents, Site Visits & Interview, Questionnaire</p>

<p><Indicators> NSWMSC is able to continue their activities with the annual plan and the budget after (the) project's end.</p>	<p>b. There is a lack of balance between addressing the urgent needs of LAs and Capacity Upgrading of the NSWMSC.</p> <p><Collaboration of relevant stakeholders> The Team also noticed that the Project has significant scope to continue improvement instead of giving direct assistance towards LAs. It should be the responsibility of the provincial councils to assist and guide LAs in SWM activities. However, recently, the involvement by provincial councils is to a very small degree so there has been very little collaboration between relevant stakeholders.</p> <p><Indicator> There is another concern in the indicator of Project objectives, which was modified in March 2008. The indicator lacks clarity and detailed requirements. In order to measure the achievement of the Project, there must be more clear indicator(s).</p>		
<p><Output> Institutional Management Capacity of the NSWMSC is strengthened</p> <p><Indicators> Baseline Capacity Assessment completed in inception phase.</p> <p>By the end of the project:</p> <ol style="list-style-type: none"> 1. NSWMSC can execute activities with clear work processes and decision making process; 2. A variety of useful information with regard to SWM is made available to stakeholders through various means such as the SWM Information Management System; 3. NSWMSC formulates and 	<p>Assess the Capacity of the NSWMSC</p> <p>Rationalize management structure</p>	<p>The Project introduced "Overall Capacity Assessment Regarding Solid Waste Management" by using a triangle chart. This is a self-evaluation method, but is objective to a certain extent because the Chief Advisor of the Japanese Expert Team also evaluates and compares the results. The result of the assessment is shown in the report.</p> <p>The Project has a clear structure for their implementation and the present organisational structure is shown in ANNEX 3.</p> <p>With regards to the general business procedure, the Centre developed its structure using a systematic procedure closely copying the system of the Ministry.</p>	<p>Project Documents, Site Visits & Interview, Questionnaire</p>

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<p>Institutional Management Capacity of the NSW/MSC is strengthened</p> <p><Indicators> Baseline Capacity Assessment completed in inception phase.</p>	<p>Assess the Capacity of the NSW/MSC</p>	<p>The Project introduced "Overall Capacity Assessment Regarding Solid Waste Management" by using a triangle chart. This is a self-evaluation method, but is objective to a certain extent because the Chief Advisor of the Japanese Expert Team also evaluates and compares the results. The result of the assessment I shown in the report.</p>	<p>Project Documents, Site Visits & Interview, Questionnaire</p>
	<p>Rationalize management structure</p>	<p>The Project has a clear structure for their implementation and the present organisational structure is shown in ANNEX 3.</p> <p>With regards to the general business procedure, the Centre developed its structure using a systematic procedure closely copying the system of the Ministry.</p>	
	<p>Develop operational processes</p>	<p>The project has schedule plan for each model project but does not have a sequence plan & resource allocation plan for all Project activities.</p> <p>The work process, the organisational structure, along with job descriptions and clear responsibility for the staff should be linked with the Project operation plan.</p>	
	<p>Establish information management systems on SWM</p>	<p>Basic Information collection in target areas has been done mainly through field activities and there is a SWM information management system. There can be more information collected in the remainder of the Project period. However, without proper knowledge and rich experience of SWM, the Centre is not capable for value judgment. Thus, this has yet to be achieved by the Centre and will take some time to materialise.</p> <p>The Project produced three (3) newsletters in three languages that cover the project activities and a range of topics related to Solid Waste related issues. The Japanese Expert Team did the writings. In addition, the Project is maintaining its website.</p> <p>A Brochure introducing NSW/MSC's activities and the Project with A4 both sides was</p>	



	<p>Conduct human resource planning and training programmes</p> <p>Coordinate donors and promote external resources on SWM</p> <p>Other observations related to the indicators</p>	<p>This is related to Capacity Assessment in the next item. For the purpose of Human Resource Development of the staff, various training programmes were given to them; JICA training in Japan and English Training in Sri Lanka, in addition to a series of lectures by the Japanese Expert Team. According to the questionnaire, most of the staff members are satisfied with this area. For the Project staff, there were more than 40 basic lecture sessions and field visits for them. The details are shown in Annex 3.</p> <p>The Project, on behalf of the Ministry, has contacted and held a series of discussions with donors and other relevant organizations that are interested in, or related to, SWM. The Project also organised two seminars on SWM in 2007 and 2008.</p>	
	<p><Awareness of the Project's aim and achievements></p> <p>The results of interviews and questionnaires tell us that the NSWMSC does not seem to be so active with regards to this issue despite its considerable contribution to SWM.</p> <p>There is strong need to improve the communication network and visibility of the centre both with stakeholders and the public. The Project still has a low profile even among key stakeholders.</p> <p><Satisfaction of stakeholders on capacity of the NSWMSC></p> <p>According to the results of interviews and questionnaires, an unsatisfactory result is seen especially from the shortage in numbers of appropriate technical staff, although total satisfaction of stakeholders on the services is high.</p>		<p>Site Visits & Interview, Questionnaire</p>
<p>Output 2</p>			
<p>Baseline Capacity Assessment completed in inception phase.</p> <p>By the end of the project:</p> <p>1. Research on SWM conditions of LAs is undertaken once a year to inform and influence project direction and provincial and national policy;</p> <p>2. NSWMSC is able to select the priority LAs for assistance to formulate action plans by using</p>	<p>Collect data and analyze LAs' SWM situation</p> <p>Identify priority LAs</p>	<p>The project compiled basic data of most of LAs. The team identified a need of development of this in order to contribute to further model project selection and the mid-term strategy for the NSWMSC</p> <p>This is being achieved by conducting fact finding and producing action plans in target areas for them. A total of 79 LAs showed interest by submitting applications for SWM technical assistance in 2007. From this, seven LAs were nominated and the Project visited the seven short-listed local authorities to conduct further investigations. Four LAs were finally selected in accordance with following criteria.</p> <p>Initial Criteria for first nomination (short list) are:</p> <p>a. The solid waste management annual budget is more than 6 million Rupees;</p>	<p>Project Documents, Site Visits & Interview, Questionnaire</p>

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<p>Baseline Capacity Assessment completed in inception phase.</p> <p>By the end of the project:</p>	<p>Collect data and analyze LAs' SWM situation</p> <p>Identify priority LAs</p>	<p>The project compiled basic data of most of LAs. The team identified a need of development of this in order to contribute to further model project selection and the mid-term strategy for the NSWMWSC</p> <p>This is being achieved by conducting fact finding and producing action plans in target areas for them. A total of 79 LAs showed interest by submitting applications for SWM technical assistance in 2007. From this, seven LAs were nominated and the Project visited the seven short-listed local authorities to conduct further investigations. Four LAs were finally selected in accordance with following criteria.</p> <p>Initial Criteria for first nomination (short list) are:</p> <ol style="list-style-type: none"> The solid waste management annual budget is more than 6 million Rupees; The population density is more than 1000 inhabitants per square meter; and The availability of the candidate land for the proposed SWM project. <p>Due to lack of assessment ability of LAs, the information was not as reliable as it should be. So then the Project set up additional criteria. The criteria are:</p> <ul style="list-style-type: none"> Magnitude of the existing negative impacts due to the waste disposal system; and Magnitude of the necessity of technical assistance to materialize the proposed SWM project. <p>The criteria and selection process can be seen to be suitable, but there should be more specific criteria in order to avoid any external interference in the selection process. In addition to that, if applicants (LAs) knew the criteria before they submit their applications, first selection could be more easy work because most of them did not have the qualifications.</p> <p>In early 2008, thirteen LAs were listed up based on basic information collection conducted by the NSWMSC staff. As a result of field investigation by the Japanese Expert Team, five LAs were identified as the targets in accordance with following selection criteria.</p> <ol style="list-style-type: none"> No duplication with assistance by any other organizations such as donors, CEA, Waste Management Authority. 	<p>Project Documents, Site Visits & Interview,</p>
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	Other observations related to the indicators	<p><Satisfaction > According to the results of the interviews and questionnaires, the level of satisfaction with NSWMSC's technical assistance among stakeholders in target local authorities is very high. However, this result includes the reputation of Japanese Expert Team. Thus, the real value of the NSWMSC should be discounted. Only after capacity development has been done, can this be reliably measured.</p>	Site Visits & Interview, Questionnaire
Output 3			
Facilitation Capacity of the NSWMSC for implementation of SWM Action Plans of LAs is acquired	Provide technical assistance for procurement and construction	<p><Guidelines and reference materials > A number of guidelines and reference materials were prepared and published. Annex 6 shows a list of the publication and reference materials. In this section also, Japanese Expert Team covered the work.</p> <p><Model projects> Four out of nine project sites materialized and started construction. The team appreciates their significant impact as model projects. However, after construction, there remains a lot of work to be done until things get off the ground. For instance: working process at the compost site; relocation of staff for the compost site; improvement of collection; etc. Thus the success of the model projects hinge on the operation and maintenance and more assistances from the NSWMSC will be needed in the future than in the first half period of the project.</p> <p><Sharing good practices> The Project introduced several Good Practices in LAs by compiling reports. The Team noticed that there should also be a compilation of Bad Practices in order to avoid the same errors.</p> <p>Information produced by the Project, however, is shared by a limited number of stakeholders. Many relevant persons are not aware of this information. There must be stakeholder analysis so that the Project can analyze and identify key persons again.</p>	Project Documents, Site Visits & Interview, Questionnaire
<p><Indicators> Baseline Capacity Assessment completed in inception phase.</p> <p>By the end of the project;</p> <ol style="list-style-type: none"> 1. Various guidelines and reference materials are prepared to assist LAs to conduct SWM; 2. More than 50% of projects formulated in the action plans are materialized; 3. The technologies and information of the good practices of SWM are made accessible to LAs; 4. NSWMSC is able to monitor the progress and outputs of the 	Provide technical assistance for operation and maintenance		

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<p>projects formulated by action plans: and</p> <p>5. NSWMSC prepares the monitoring and evaluation report of the projects annually.</p>	<p>Provide technical assistance for monitoring and evaluation</p>	<p>An evaluation mechanism will be set up in the second half period of the project.</p> <p>In the most of the cases, "Environment Monitoring" is one of conditions of the Environmental Clearance and the LAs have been submitting the Monitoring Reports to the CEA with assistances of the NSWMSC by organising each Monitoring Committee. Kuliypitiya UC has already conducted the Monitoring Committee 3 times with participation of the NSWMSC and the CEA.</p> <p>The Team, in addition to the environment monitoring, noticed the need for a detailed monitoring system for their operation and confirmed that the Project is now preparing the monitoring parameters.</p>	
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5(Five) Evaluation Criteria (Relevance, Effectiveness, Efficiency, Impact, Sustainability)

Criteria & main points	Detail (whether this statement is true or confirmed?)	Results
<p>Relevance: < Basically fair and is partially un-sound ></p> <p>The project is consistent with national development policy and environment policy. (Overall Goals and Project Purpose)</p>	<p>Consistency of the Overall Goals in relation to national policy and environmental policy</p> <p>Consistency of the Project Purpose in relation to relevant policies such as the National Environmental Policy</p> <p>Priority of SWM in environmental policy</p> <p>NSWMSC plays a leadership role in promoting the SWM activities of Las</p> <p>The project is related to prioritized areas of Japan's ODA</p>	<p>The Team concluded that, basically, the Project remains fairly relevant. This is because SWM is prioritized at national level as well as LA level, and the services of the Centre are welcomed by LAs. One of proofs is the fact that most of SWM projects' sources of funds were relevant Ministries.</p> <p>For example, as explained in the Achievement analysis part, the level of satisfaction with NSWMSC's assistance among stakeholders in target local authorities is very high. All of them stated that the model projects could not make any progress without the support from the NSWMSC. This is proof of the significance and necessity of the Centre.</p> <p>The Team also appreciated the strong commitment and great leadership of the MLGPC on the SWM issue and evaluated that it is a noteworthy fact.</p> <p>There is a strong need of a national coordination mechanism led by the Ministry so that relevant institutions can work together without any inefficiencies.</p> <p>It is the right time to have a long term vision of the NSWMSC with clear targets for LAs. This is the principal cause of the above issues. With a clear long term vision, the NSWMSC can be proactive to prevent the present situation.</p> <p>In the country aid strategy towards Sri Lanka, Japanese policy clearly states that keeping the island as a beautiful country through improvement of infrastructure, and conservation of living & social environment in the urban cities, as well as improvement of the urban environment, is one of the key areas of JICA cooperation.</p> <p>Project targets(model projects) are selected based on</p>
<p>Selection of targets(LAs) is appropriate</p>	<p>Appropriate selection criteria for the project was</p>	

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	<p>set up (Initial)project targets were carefully and impartially selected based on the selection criteria and the NSWMSC responded in a timely manner</p> <p>Appropriate number of targets were selected (from the initial list)</p> <p>Potential targets (other LAs) have been identified along with relevant information</p>	<p>objective criteria but there were some political influences. To avoid this type of events, there must be more detailed criteria for the future.</p> <p>The number of the model project was appropriate but the Ministry's fund was out of the scope of the Project although the centre has managed Ministry's funded projects. Consequently the scope of the project was widened.</p> <p>A total of 79 LAs showed interest by submitting applications for SWM technical assistance in 2007. This could be a long list for future selection though some additional research would be needed.</p>
<p>Effectiveness < Generally, but not fully secured ></p>		
<p>Appropriateness of the indicators</p>	<p>The indicators are capable of objectively measuring progress towards the Overall Goal and the Project Purpose</p> <p>The logframe(PDM) reflects the actual SWM situation and is logically structured</p> <p>Adequacy of the achievement level of the Project Purpose (PDM indicators of and other evidence objectively shows the accomplishments)</p>	<p>The indicator of Project objectives, which was modified in March 2008. The indicator lacks clarity and detailed requirements. In order to measure the achievement of the Project, there must be more clear indicator(s).</p> <p>The present indicators of the Overall Goal seem too ambitious and must be more realistic.</p> <p>In order to achieve the over all goal, the project must have wider target than present targets e.g. provincial councils. The team recommended news structure of project design.</p> <p>The Team noticed that many visible outputs can be seen in the model projects. This is because of the great efforts made by MLGPC showing leadership and commitment. The Team, however, evaluated that the Project has not achieved the expected results, as far as the Project Purpose is concerned, at this stage. It is a big challenge for the Project; as to whether it will be able to show a rapid catch up in the second half period of the Project, in order to accomplish the desired result.</p> <p>There would be more critical stages in their operational & maintenance phase. The Project will be tested in the second half of the project period, whether it will be able to show sustainable outcomes or not.</p>
<p>The achievement level of the project is adequate at this stage to pursue the Project Purpose within the project period (Project Purpose : The NSWMSC acquires capacity for supporting SWM activities of LAs with(in) close collaboration of relevant stakeholders so that LAs can implement the SWM activities in accordance with the National Strategy for Solid Waste Management)</p>		

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		<p>In addition, the main concept of the Project, the Capacity Upgrading, has been given second priority in the initial phase and the Project is just steering the direction towards where it is to be expected. The stakeholder should be supportive this direction.</p> <p>The center's capacity as well as individual capacity was upgraded by the project based on the CD concept.</p> <p>All target LAs stated that they could not find the solution without the services of the NSWMSC.</p> <p>The Deputy Director of NSWMSC, the only core staff member, was assigned in Oct. 2007 and four other staff members underwent training in Japan in 2007. So, the actual project commencement was in 2008.</p> <p>There was no link between the Ministry's fund and the original project operational plan. Consequently, the scope was widened and it made the NSWMSC staff and Japanese Expert team unexpectedly.</p> <p>There was no inhibiting factor related the important assumption of the PDM.</p> <p>The Ministry showed strong commitments for playing their role in SWM issues. Management level is very interested in project activities and keeping eyes on the progress.</p> <p>The team recommended new key assumption which is "There is a fair coordination mechanism among stakeholders". Because SWM issues would be improved under such collaboration mechanism.</p>
<p>Inhibiting factors for the achievement of the Project Purpose, if any</p>	<p>The Project Purpose are or will be achieved as a result of the implementation of this project</p> <p>(Especially Key Assumptions, the external environment and risks)</p> <p>* The Key Assumptions from the Project Purpose to the Overall Goal is critical area</p>	
<p>Promoting factors for the achievement of the Project Purpose, if any</p> <p>The Key Assumption of PDM are monitored and new key assumptions are identified if any</p>	<p>Verification of the Key Assumptions and verification of "vertical logic" of the PDM</p>	
<p>Efficiency < Well secured in general except staff shortage ></p>		
<p>The achievement of the output is adequate at this stage</p> <p>All actual activities were adequate and enough to produce the output</p>	<p>Adequacy of the output level</p> <p>The plan of operation covered all necessary areas, and each activity is mutually exclusive and realistic</p>	<p>As stated in "Effectiveness", many visible outputs can be seen in the model projects. But all three outputs are related to "capacity building" of the NSWMSC and above visible output were produced by a key staff of NSWMSC and the Japanese Experts.</p>

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<p>Input by both GOSL and JICA is adequate and the output production is adequate compared to the input</p>	<p>Quantity, quality and timing of input by both GOSL and JICA is adequate and leads to tangible output</p>	<p>Therefore the achievement of the output is not adequate at this stage. There is a big opportunity being lost because of the shortage of core staff. The Japanese Expert Team is being dispatched for Capacity Development of the Centre, but is working as filler personnel. So there is some contribution to Project Purpose level, but it is nothing but partial success and anything but a total success. The cost effectiveness is not favorable.</p>
<p>The NSWMSC has the necessary physical and technical infrastructures and ability to use and maintain the infrastructure</p>	<p>Buildings, vehicles, communication tools, equipment etc.</p>	<p>All physical and technical infrastructures are maintained carefully and utilized effectively.</p>
<p>Inhibiting & promoting factors for the achievement of the output, if any</p>	<p>-</p>	<p>The issue of staff shortage is one of biggest inhibiting factors.</p>
<p>Utilisation of Local Resources</p>	<p>Local resources are identified and utilisation of these resources is considered</p>	<p>There must be a concept of utilization of available local resources, namely academic professionals, experienced implementers, young researchers and so on. Further more, there can be model projects as a good practice or bad practice, other than the model projects of the CUP-NSWMSC. These entities are also local resources to be used.</p>
<p>Stimulation of network</p>	<p>Establishment of network with Provincial Engineers In order to aid the SWM, networking between all stakeholders (inter LAs network etc.) is encouraged</p>	<p>used.</p>
<p>Impact: <too early to analyze, but there are both a positive and a negative impact></p>		
<p>The Overall Goal will likely be achieved after the Project completion due to the efforts of the Project (Overall Goal : Local Authorities improve solid waste management)</p>	<p>We can expect a visible change in LA's SWM activities</p>	<p>The model projects with appropriate technologies of the Project have had a spillover effect and shown and encouraged other LAs that there is a feasible direction in their SWM.</p>
<p>The project produced a ripple effect to Sri Lankan society other than those stakeholders in the Project</p>	<p>Effects toward policy making process in SWM or environment or Sri Lankan society</p>	<p>So far there has been no sign of a big impact in institutional framework and societal level capacity such as general public's behavior because of the Project. The Project is now ready for this issue too.</p>
<p>Other impacts, either positive or negative</p>	<p>-</p>	<p>Most of the LAs are becoming so called "product-oriented" which is attracting many stakeholders because they think SWM problems can be sorted out by having a compost plant. In fact, however, the product is a tool and they will</p>

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<p>have to realize that even after they acquire the plant, there might be many other things to be done. Some target LAs showed the same way of thinking during field visits by the Team.</p>		
<p>Sustainability < Not fully secured ></p>		
<p>As stated in "Impact", appropriate technologies are applied for the model projects.</p>	-	<p>Appropriate technologies for sustainable SWM activities are identified and developed by the NSWMSC, and adapted by Las</p>
<p>The core parts of the Project are being done by a Sri Lankan engineering staff, Deputy Director, and the Japanese Expert Team. Thus the Centre will face enormous challenge if present condition would not change.</p> <p>There is insufficient involvement of key stakeholders in the process of the model projects.</p>	-	<p>The NSWMSC, LAs and other relevant authorities will be responsible for implementing SWM in the future</p>
<p>There is big room to be improved in revenue income of local authority but a few are taking necessary step.</p> <p>After a few years, many local authorities will have to seek another source of funds for SWM. This is why the Project conducted an introduction course of the LLDF for LAs' officials, but at present they have not shown their interest in taking out a loan like LLDF according to the interviews.</p>	-	<p>They, NSWMS, LAs and Min. of LGPC, are trying to ensure their financial well-being</p>
	see CD analysis framework	<p>At all level capacity in SWM is being enhanced (The NSWMSC and relevant organisations' individual capacity, organisational capacity and Social System or enabling environment)</p>

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Capacity Development Analysis Framework

Capacity Development Point of view (Comprehensiveness or Complexity)	
Necessary stakeholders in different levels are involved in the project framework	The NSWMSC was established under the MLGPC, and there are many advantages because of this. The Ministry can exert its power to all level of Local Governments in order to give necessary assistances through the NSWMSC for them. However, there is a big room to promote more effective mechanism, for instance, having stronger involvements of provincial level and enhancing networks among local authorities in accordance with the present provision of structure.
The NSWMSC is placed under the control of an appropriate agency	The Ministry has been showing strong interest in this matter with firm commitments and effective leadership. Thus, it is time to have concrete plan and a practical implementation structure.
Necessary policies, bills and guidelines are being prepared for their enforcement	The Project and the Ministry succeeded in producing visible outputs and human resources development of the NSWMSC and is now going to challenge to improving policies and social systems so that SWM issues of local cities in Sri Lanka can get progressively better with practical and sustained solution. The Ministry is expected to lead the movement and coordinate relevant entities so that the Project and all relevant stakeholders can come together to create better "enabling environment".
Capacity Development Point of view (Endogenous Efforts)	
Accumulation of expertise and technical skills process exists for future improvement	For case evidences, in August 2008, NSWMSC staff conducted a site survey for Tangalle UC under the direction of the Deputy Director of the NSWMSC without any leading instructions from Japanese Expert Team. In addition to this, the Deputy Director is fully capable for giving all procurement instructions for local authorities' constructions and she does not need any input from Japanese Expert Team, which indicates development in technical capacities as well as ownership. There are some proofs of improvement of capacities at individual and organisational levels. At the same time, however, the Centre has not yet come to the level of what they are expected in terms of both quantity and quality of the service, mainly because of staff shortage. This is most urgent and crucial thing. The provincial resources must be strengthened in terms of SWM by producing effective mechanism and training the resources.
Key personnel and local resources are identified by the NSWMSC and they show a capability reflected by NSWMSC performance and development of LAs' SWM projects	Apart from the model projects which are assisted by the Project, there are some succeeded SWM projects without getting big input from the NSWMSC and also there are many un-succeeded SWM projects. These tell us that the Centre can utilise them as resources of good practice and/or bad practice for other local authorities.

	<p>In September 2008, "JICA Ex- Participants Association of Solid Waste Management – Sri Lanka" was established with more than 100 members and a national workshop of the Association was organised by the NSWMSC. In spite of the successful establishment of the Association as a resource in SWM, the Centre has underutilised the network so far and has no strategy for further use of the network.</p> <p>There are needs of immediate and decisive actions for how to maximise to use and strengthen existing resources.</p>
<p>Paying adequate attention to an effective incentive mechanism for all stakeholder</p>	<p>The implementation structure at local authorities and provincial level must be based on incentives instead of imposed structure by top-down approach or conventional training opportunity.</p> <p>The Ministry and the Project should explore when and by what they are highly motivated. Media coverage, competition, qualification system in SWM, appreciation by monitoring evaluation etc. can be carefully considered for sustainable mechanism.</p>
<p>Financial sustainability</p>	<p>As the country will move into another level of development stage, there will be another level of SWM related problems. Therefore, the Ministry should secure a sufficient budget to address this long-term issue including upgrading the NSWMSC' capacity.</p> <p>At the same time, there are some concerns about sustainable implementation of local authorities' SWM activities. Because many local authorities are interested in solving SWM problem but only a few understand there must be continuous and effective efforts for operation by them and the financial stability even after they constructed a new SWM infrastructure.</p> <p>They also should consider how to ensure the source of funds for construction of an infrastructure and operation and maintenance of it. Improvement revenue income and utilising the loan scheme are options they can go for. The Project and the Ministry should give necessary advices and direction on these issues too.</p>

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Minutes of the Steering Committee Meeting for Mid-term Evaluation on the Project

1. Introduction

The Steering Committee meeting for Mid-term Evaluation on the Project was held on 13th February 2009 at the Auditorium of Ministry of Local Government and Provincial Councils (hereinafter referred to as "MLGPC"). The agenda of the meeting and the list of participants are attached as Annex 1 and Annex 2, respectively.

2. Welcome speech

Mr. Herath, Secretary of MLGPC, chair person of the Steering Committee, welcomed the participants and explained the reason of some absent invitees such as provincial council election duty. He also explained that the status of National Solid Waste Management Support Center (hereinafter referred to as "NSWMSC") became same as a central government department and necessary cadre was finally approved by Management Service Department recently which would realize take-off to full function of NSWMSC. In the occasion, he expressed his deep appreciation for Japanese continuous supports for strengthening the capacities of NSWMSC and relevant organizations on solid waste management in Sri Lanka.

3. Submitting Draft Mid-Term Evaluation Report & Briefing

As a representative of the Sri Lanka-Japan Joint Evaluation Team, Mr. Shimizu, member of the Team and Mr. Hettiarachchi, Additional Secretary of MLGPC made a presentation to brief the Report which was distributed to participants. In addition, member of the Joint Mid-term Evaluation Team gave supplemental comments as follows;

• Request to the Steering Committee

Mr. Odawara, Representative of JICA Sri Lanka requested that the Steering Committee would give the comments on the Report and make decision on taking necessary actions by respective concerned organizations based on the recommendation of the Report. He added that acceptance of the Report by the Steering Committee is also expected as an output of the meeting today.

• Observation through site visit

Dr. Yoshida, Leader of the Team expressed that noteworthy improved situation of solid waste management by several local authorities such as Balangoda UC and Weligama UC was observed in comparison with the period of his first visit to Sri Lanka in 2003, which has been essentially achieved under local initiatives. He reiterated the importance of networking and information sharing of such local initiatives and appropriate coordination among available resources on solid waste management in Sri Lanka, which is the major expected role for newly functioned NSWMSC.

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• Necessity of support for training of relevant officers of local authorities and provincial councils by the Project and minor revision of project purpose

Mr. Fernando, Additional Secretary of MLGPC requested that the Project should support training for relevant officers of local authorities and provincial councils which would facilitate more initiatives by local authorities with the supervision of provincial councils. Therefore, Project Purpose needs to be revised in consideration of local authorities and provincial councils as primary target of the Project as proposed in the Report.

4. Comments from Stakeholders & Discussion

Participants provided their comments and suggestions on the Report as follows;

• Evaluation for the result of Mid-term Evaluation

Mr. Gunasena, Director General of Central Environmental Authority expressed that this evaluation was conducted with honest mind and fair manner because it includes some sort of criticism and many facts.

Mr. Sadamoto, Second Secretary of Embassy of Japan appraised that joint evaluation and presentation showed significant ownership by Sri Lankan side.

• Recommendation A of the Report “Immediate action on personnel placement”

Mr. Sadamoto pointed out that it is the most important to implement the Recommendation A because shortage of the necessary cadre created a great difficulty to develop the necessary capacity of NSWMSC. He requested MLGPC to execute this task promptly for the success of the Project and sustainability of NSWMSC.

Mr. Herath expressed his strong commitment on this task.

• Recommendation B of the Report “Enhancing coordination with other SWM institutions”

Mr. Gunasena emphasized that proper system for evaluation and monitoring of local authorities' performance needs to be developed to provide the information to stakeholders including general public who has the right to know and is able to evaluate local authorities' performance well.

Mr. Chularathna, Executive Director of Sevanatha Urban Research Centre suggested that partnership between private sector and local authority needs to be promoted as much as possible because private sector has taken important role for improvement of solid waste management in some local authorities.

• Recommendation C of the Report “Effective assistance mechanism for Local Authorities”

Mr. Samarakkodi, Director of Waste Management Authority, Western Province pointed out that similar supporting system as Western Province should be set up by MLGPC in each provincial council to enhance solid waste management activities of local authorities.

Mr. Fernando expressed that NSMWSC is in a position to promote of strong contribution by provincial councils since provincial councils are responsible for supervision of and networking among local authorities in solid waste management sector.

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• **Recommendation E of the Report “Revision of the PDM”**

Dr. Yoshida explained the back ground of the Recommendation E in the Report. Although the strong commitment was taken by MLGPC to establish and to make function of NSWMSC, present operational system of NSWMSC, however, would face the difficulty to support more number of local authorities in the future due to weakness of Capacity Development concept in the Project. The Project is by no means restricted merely to implement individual local projects but focuses on the acquisition of facilitation capacity by NSWMSC in order to sustainably support solid waste management activities of local authorities. Therefore, minor revision of PDM which clarifies this concept as well as strengthens the mechanism for supporting local authorities in close collaboration with stakeholders, is recommendable as revised Outputs 2 and 3 in the draft PDM 2 attached in the Report.

• **Recommendation F of the Report “Appointment of an officer in charge of Environmental Clearance procedure in the Center”**

Mr. Doi, Chief Advisor/Capacity Development of JICA Expert Team pointed out the importance of the Recommendation F in the Report because it is difficult for local authorities to execute necessary procedure and to prepare reports such as Environmental Evaluation Report and Monitoring Report. He recommended that appointed staff will carry out tasks above as well as analysis of water quality test and compost product quality. He explained suitable site selection for compost facility and landfill site is the most difficult task for stakeholder and NSWMSC has to be able to support this task in the future.

Mr. Gunasena expressed that CEA is in a position to contribute the realization of this recommendation if necessary.

• **Recommendation G of the Report “Regular contact towards media”**

Mr. Sumanapala, Commissioner of Local Government, Western Province pointed out that media is taking important role to raise public awareness. He recommended taking regular contact with Ministry of Mass Media once a week to enhance public awareness through media as much as possible.

Mr. Herath answered to take this step immediately.

Mr. Sadamoto noted that good practices in Sri Lanka should be disseminated thorough media to encourage others instead of criticizing by media.

• **Recommendation H of the Report “Possible loan schemes for SWM project in the future”**

In response to Mr. Herath’s inquiry on possible loan scheme at present, Mr. Iduruwage, Director of LGIIP answered that US\$ 8 million of US\$ 67 million is available for funding to local authorities in SWM sector by ADB project.

Mr. Herath pointed out this should be utilized properly as a funding source.

• **Recommendation I of the Report “Mid-term strategy for the NSWMSC”**

Mr. Samarakkodi inquired whether local authorities in Western Province can be supported by NSWMSC.

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Mr. Fernando answered that there is no limitation of target local authorities supported by NSWMSC in principal.

Mr. Hettiarachchi added that local authorities in other provinces need to be encouraged by NSWMSC because Western Province has established the capable supporting system by Waste Management Authority and local authorities there have more technical and financial capacity than local authorities in other provinces.

5. Conclusion

The Steering Committee had decided to take necessary actions by respective concerned organizations based on the recommendation of the Report and finally accepted the Report.

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**Steering Committee Meeting of the CUP-NSWMSC
for Mid Term Evaluation**

Date & Time: 13th February 2008 10:00 a.m.

Venue: Auditorium, Ministry of Local Government & Provincial Council

AGENDA

1. Welcome Speech

Secretary, Ministry of Local Government & Provincial Council

2. Submitting Draft Mid-Term Evaluation Report & Briefing

Briefing by Sri Lanka-Japan Joint Evaluation Team

Mr. K. Shimizu (Evaluation Analysis) &
Mr. D.P.Hettiarachchi (Addl Secretary)

Supplement Comments by Joint Evaluation Team Member

3. Comments from Stakeholders & Discussion

Comments and results of the discussion will be reflected to the Draft Report
or noted down on "Minutes of Discussion"

4. Conclusion

5. Any other matters

4 Hc

List of Participants

Sri Lankan Side

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Japanese Side

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