

スリランカ民主社会主義共和国  
シーギリヤにおける地域主導型観光振興  
プロジェクト  
終了時評価調査報告書

平成22年10月  
(2010年)

独立行政法人国際協力機構  
スリランカ事務所

スリ事
J R
10-004



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## 序 文

独立行政法人国際協力機構は、スリランカ民主社会主義共和国（以下、「スリランカ」と記す）と締結した討議議事録（R/D）に基づき「シーギリヤにおける地域主導型観光振興プロジェクト」を2008年7月から2年半の予定で実施してきました。

このたび、当機構は期間中の活動実績等について総合的な評価を行うとともに、今後の対応策等を協議するために、2010年9月6日から9月17日まで終了時評価調査を実施しました。

本報告書は、同調査によるプロジェクト関係者との協議および評価調査結果等を取りまとめたものであり、本プロジェクト並びに関連する国際協力の推進に活用されることを願うものです。

終わりに、本調査にご協力とご支援を頂いた内外の関係者に対し、心からの感謝の意を表します。

平成22年10月

独立行政法人国際協力機構  
スリランカ事務所長 志村 哲



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# スリランカ全図





写

真



チケット売り場



博物館入口



シーギリヤレディレプリカ



企画展「シーギリヤの伝統的なわな」



インフォメーションセンター



合同調製委員会会議



## 略 語 表

ADSTP	Association for Dambulla and Sigiriya Tourism Promotion	ダンプッラ・シーギリヤ観光振興協会
CCF	Central Cultural Fund	中央文化基金
COTS	Project for the Development of Culture-Oriented Tourism in Sigiriya	シーギリヤにおける地域主導型観光振興プロジェクト
DS	Divisional Secretary	郡庁
GOSL	Government of Sri Lanka	スリランカ政府
JCC	Joint Coordination Committee	合同調整委員会
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
JOCV	Japan Overseas Cooperation Volunteer	青年海外協力隊
MED	Ministry of Economic Development	経済開発省
MNHCA	Ministry of National Heritage and Cultural Affairs	国家遺産文化省
ODA	Official Development Assistance	政府開発援助
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
SLTPB	Sri Lanka Tourism Promotion Bureau	スリランカ観光振興局
TRIP	Tourism Resources Improvement Project	観光セクター開発事業



## 評価調査結果要約表

1. 案件の概要	
国名：スリランカ国	案件名：スリランカ国シーギリヤにおける地域主導型観光振興プロジェクト (Project for the Development of Culture-Oriented Tourism in Sigiriya)
分野：観光	援助形態：技術協力プロジェクト
所轄部署：スリランカ事務所	協力金額（評価時点）：288,651 千円
協力期間 (R/D)：2008年3月2年6カ月間 (2008年7月1日～2010年12月31日)	先方関係機関：国家遺産文化省 (Ministry of National Heritage and Cultural Affairs : MNHCA)、経済開発省 (Ministry of Economic Development : MED) <sup>1</sup>
	日本側協力機関：
	他の関連協力：
1-1 協力の背景と概要 シーギリヤは、スリランカ民主社会主義共和国（以下、「スリランカ」と記す）に7か所あるUNESCO世界文化遺産のうちの一つである。高さ200mの岩の上に宮殿跡があり、その考古学的価値が高いこと、豊かな自然に恵まれていることなどから、シーギリヤには観光資源開発の高い可能性がある。一方、同地では観光振興に遅れがみられ、観光に関するサービスの質や種類が乏しい。そのため、同地を訪問する観光客のほとんどは遺跡に立ち寄っただけで去ってしまう傾向にあり、地元住民は観光の恩恵をほとんど受けていなかった。 日本政府はこれまでシーギリヤにおいて、円借款による観光セクター開発事業、見返り資金による博物館建設、文化無償資金協力による博物館展示機材の供与を実施している。これらの事業の効果をさらに高めるため、観光振興とマーケティング振興および博物館の運営技術の向上を目的とした技術協力プロジェクトがスリランカ政府により要請され、2006年8月に日本政府が承認した。本プロジェクトは2007年の事前調査を経て、2008年7月から実施された。	
1-2 協力内容 本プロジェクトは、シーギリヤにおいて、シーギリヤ博物館の運営能力向上を目的とした博物館スタッフへの技術移転および、シーギリヤ・ダンプッラ地区における観光振興を目的とした観光振興能力強化を実施するプロジェクトである。	
(1) 上位目標 シーギリヤ・ダンプッラ地区の観光地としての地位が向上する。	
(2) プロジェクト目標 シーギリヤにおける博物館活動と観光活動が連関性 <sup>2</sup> をもって強化される。	

<sup>1</sup> MNHCAは博物館運営を所管しており、MEDは観光振興分野を所管している。

<sup>2</sup> 連関性の定義：シーギリヤ博物館とダンプッラ・シーギリヤ地区観光振興活動が密接な関連をもって実施される。

(3) 成果

1. 新博物館の機能（博物館館員運営能力向上、館内設備・展示物の準備等）が確立される。
2. 観光客の要望にあったシーギリヤ地区の観光情報が提供される。
3. 官民連携による観光振興母体となる地元地域のダンブッラ・シーギリヤ観光振興協会（Association for Dambulla and Sigiriya Tourism Promotion : ADSTP）が設立され、ADSTPメンバーによる観光振興活動が実施できる体制が整う。
4. シーギリヤおよびダンブッラ地区の観光振興・マーケティング計画案が完成する。

(4) 投入（評価時点）

1) 日本側

日本側の投入は計画通り実施された。合計 11 名の JICA 専門家が延べ 69 カ月派遣された。本邦研修は「博物館技術研修」と「地域観光振興技術研修」の 2 種類が実施され、計 6 名が参加した。機材の供与は計画通り実施され、ローカルコスト負担は約 1400 万円であった。

2) 相手国側

当初計画された博物館員の職位については現在、そのほとんどが充足されている。しかし、博物館の建設および引き渡しが遅れたため、博物館員の配置はかなり遅れた。また、現在博物館に配属されている職員は、博物館とシーギリヤ世界遺産プロジェクトサイトを兼任しており、博物館への配属任命も暫定的なものである。2010 年度の博物館の運営維持管理費に関しては予算が承認されているが、2009 年は予算は確保されていなかった。以上のようにスリランカ側の投入には遅れがみられた。

2. 評価調査団の概要

調査者	総括 大塚 卓哉 JICA スリランカ事務所次長 観光開発 石田 美帆 JICA 産業開発部産業・貿易課 協力企画 武尾 昭秀 JICA スリランカ事務所 評価分析 田村 智子 (株) かいほつマネジメント・コンサルティング	
調査期間	2010 年 9 月 6 日～17 日	評価種類：終了時評価

3. 評価結果の概要

3-1 実績の確認

成果 1（新博物館の機能（館員運営能力向上、館内設備・展示物の準備等）が確立される）は、ほぼ予定通り達成されつつあるが、博物館の運営管理に関しては課題がいくつか残っており、今後 3 カ月間におけるスリランカ側カウンターパートの更なる努力が求められる。成果 2（観光客の要望にあったシーギリヤ地区の観光情報が提供される）の活動は計画通り進捗しており、成果は達成できる見込みである。成果 3（官民連携による観光振興母体となる地元地域の ADSTP が設立され、メンバーによる観光振興活動が実施できる体制が整う）の進捗も計画通りであり、残りの期間でイベントなどがいくつか実施されれば、完成度がさらに向上するであろう。成果 4（シーギリヤおよびダンブッラ地区の観光振興・マーケティング計画案が完成する）の活動も現在のところ計画通り進捗しており、残りの活動も 2010 年末には完了する予定であり、成果の達成が見込まれる。



### 3-2 評価結果の要約

#### (1) 妥当性 <高い>

本プロジェクトは、観光セクターを重点開発セクターに位置づけているスリランカの国家政策、日本のODAおよび国別事業実施計画の個別プログラムにおいて、援助重点分野「外貨獲得能力向上（経済開発）」における「観光プログラム」に位置づけている JICA の援助方針に合致しており、必要性も高い。よって、本プロジェクトの妥当性は終了時評価時点においても高いと判断する。

#### (2) 有効性 <高い>

博物館と観光振興の活動が関連性をもって推進された結果、相乗効果が発現しており、プロジェクト目標はおおむね達成されたものとみなされる。よって、本プロジェクトの有効性は高いと判断する。スリランカ側関係機関が、博物館の来館者数を増加させるための諸施策により積極的に取り組んでいれば、プロジェクト目標の達成度はさらに高いものとなったと考えられる。

#### (3) 効率性 <中程度>

現時点において、成果 1（新博物館の機能が確立される）、成果 2（観光客の要望にあったシーギリヤ地区の観光情報が提供される）、成果 3（官民連携による観光振興母体となる地元地域の ADSTP が設立され、ADSTP メンバーによる観光振興活動が実施できる体制が整う）および成果 4（シーギリヤおよびダンプッラ地区の観光振興・マーケティング計画案が完成する）は計画通り発現しつつあるが、上述のように、博物館建設、博物館員の配置、博物館維持管理費の確保などに関するスリランカ側の投入が案件開始当初遅れたことが、プロジェクトの効率的な実施の阻害要因となった。このため効率性は中程度と判断する。

#### (4) インパクト <高い（予測）>

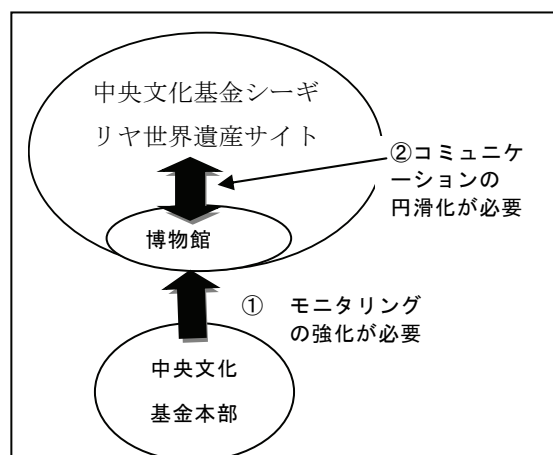
本プロジェクトの効果が将来も維持されれば、同地方を訪れる観光客にとって博物館は重要な付加価値となり、本プロジェクトで設立された ADSTP の開催するイベントやプログラムは、観光客に忘れられない思い出を与えることができる。また、シーギリヤ博物館の運営管理技術は、効果的であるためスリランカの他の博物館への模範となり得るものであり、本プロジェクトで観光振興を担った ADSTP の活動は、スリランカ初の官民連携による地域観光振興の事例として、他地域へ応用展開でき得るものである。このように、本プロジェクトは将来、当該地方の観光振興へ高いインパクトを与える可能性があり、また技術移転の成果が他地域で応用される可能性もあることから、インパクトは高いと判断する。

#### (5) 自立発展性 <博物館：中の上（見込み）> <観光振興：低い（見込み）>

博物館の機能はほぼ確立しており、ある程度の自立発展性が見込まれるが、①コロンボにある中央文化基金本部（Central Cultural Fund : CCF）による博物館のモニタリングが効果的に行われていない、②CCFシーギリヤ世界遺産サイトプロジェクトの会計や調達を担当する職員と博物館の職員のコミュニケーションが円滑でないため、博物館の予算の支出に遅れがみられる<sup>3</sup>（図参照）。また、③博物館内の観光情報センターの機能の充実のために、スリランカ観光振興局（Sri Lanka Tourism Promotion Bureau : SLTPB）の職員を増

<sup>3</sup> ディーゼルの予備が購入されておらず停電時に博物館の発電機が使えない、企画展やイベントが計画通り実施できないことなどが発生。

員する必要もある。このように運営管理上の課題がいくつか残っていることから、現時点では博物館の自立発展性のレベルは中の上とみなされる。



観光振興に関しては、短い活動期間で最大限の成果を生み出したが、ADSTPの将来の活動資金が確保されていないこと、協力期間終了後は専任スタッフが不在となることなど課題が多いため、現時点における自立発展性は低いと判断する。

### 3-3 効果発現に貢献した要因

#### (1) 計画内容に関すること

特になし。

#### (2) 実施プロセスに関すること

本プロジェクトで、博物館職員の能力強化が効果的に実施された要因としてその手法があげられる。まず、プロジェクト開始当時、JICA 専門家とスリランカ側カウンターパートが博物館運営管理に必要な「技術・知識・態度」について議論したうえ、研修項目表を作成し、技術移転内容および対象について合意を形成した。その後、この表には記載の項目の達成度を定期的に評価し、能力強化の進捗モニタリングが行われた。評価はカウンターパートの自己診断と JICA 専門家による診断の2種類が実施され、両診断結果の差異についても分析がなされた。

### 3-4 問題点および問題を惹起した要因

#### (1) 計画内容に関すること

当初の計画では、ダンブッラ郡庁 (Divisional Secretary : DS) がカウンターパート機関であると想定されていたが、同 DS には観光振興を担当する部署がない状態であった。そこでプロジェクト開始後、観光振興活動を実施するのに適当な団体として、ADSTP が結成・登録された。このように、当初、本プロジェクトの観光振興の活動に関するカウンターパートが明確に特定されていなかったため、活動開始まで約1年を要する結果となった。

#### (2) 実施プロセスに関すること

上述のように、博物館の建設や博物館職員の配置などが計画通りに実施されることが本プロジェクトの前提条件であったが、文化無償のスケジュールとの兼ね合いで、前提条件

が満たされる前に本プロジェクトが開始された。博物館建設が 11 カ月、博物館職員の配置が 5 カ月遅れ、また 2009 年度は博物館予算が確保されず、プロジェクト開始後も長期間前提条件が満たされない結果となり、プロジェクト実施の効率性に負の影響を与えた。

### 3-5 結論

計画通り成果は発現しつつあり、プロジェクト目標もおおよそ達成したとみなされる。妥当性、有効性、インパクトは高く、効率性についてはスリランカ側の投入の遅れのため中程度と判断する。今後、相手国側関連機関が下記の提言を実行し、プロジェクトの効果の自立発展性の確保に努めることが望まれる。

### 3-6 提言（当該プロジェクトに関する具体的な措置、提案、助言）

#### (1) MNHCA と CCF 本部への提言

- 1) 博物館へ専任スタッフを早急に配置する。
- 2) 開館時間中は常時、来館者が良いサービスを受けられるよう、博物館の機能やサービスの維持管理を徹底する<sup>4</sup>。
- 3) CCF 本部職員と、博物館職員との月次会議を開催し、モニタリングと諸問題の早期の解決を図る。
- 4) カフェの開設や店舗の活用などにより博物館施設を有効活用する。
- 5) 博物館専用入場券を導入する。
- 6) 博物館を世界遺産内の順路に含むためのアクセスロードの改善や看板・標識の設置などにより、観光客をより積極的に呼び込む。
- 7) 博物館担当ディレクターもしくは同等の職員を CCF 本部に配置するよう検討する。

#### (2) CCF シーギリヤ世界遺産サイトへの提言

- 1) シーギリヤ世界遺産サイトプロジェクトの責任者が博物館の職員と月次会議を開催する際には、同プロジェクトの主要職員を必ず参加させる。
- 2) 博物館を世界遺産内の順路に含むためのアクセスロードの改善や看板・標識の設置などにより、観光客をより積極的に呼び込む。
- 3) 協力期間終了後も博物館月報の写しを JICA スリランカ事務所に提出する。

#### (3) 経済開発省（Ministry of Economic Development : MED）と SLTPB への提言

- 1) ADSTP を現地でサポートする専任職員として MED の職員を派遣し、ADSTP を支援する仕組みを導入する。
- 2) 円借款により実施中の「観光セクター開発事業」との連携により、ADSTP が現在作成中の「ダンブッラ・シーギリヤ観光振興・マーケティング計画」の優先事業の実施を支援する。
- 3) 博物館内の観光情報センターに勤務する SLTPB の職員を 1 名増員する。

### 3-7 教訓（当該プロジェクトから導き出された他の類似プロジェクトの発掘・形成、実施、運営管理に参考となる事柄）

#### (1) JICA 専門家とスリランカ側カウンターパートが、博物館運営管理に必要な「技術・知識・

<sup>4</sup> 燃料をストックし停電の際に必ず発動機が動くようにする、閉館時間を変更し夕刻の入館者に不便がないようにするなど。

態度」について議論したうえで技術移転内容および対象について合意し、進捗モニタリングを行うという本プロジェクトの能力強化の手法は、他の類似プロジェクトの参考となるものである。

- (2) 観光分野の協力に関して当初カウンターパートが明確に特定されていなかったため、活動開始まで時間がかかった。一般的に技術協力プロジェクトではプロジェクト開始時にカウンターパートが特定されていることが前提条件なので、特定されていない場合は、カウンターパート特定に要する期間を考慮して実施期間を設定する必要がある。
- (3) 博物館の職員が計画通り配置されなかったことが、プロジェクトの効率性に支障を来した。一般的にスリランカの場合、特に内戦の激化による観光収入の減少により、CCFの財政状況が最近まで非常に厳しいものであったことが、人員枠の確保や職員の配置を遅らせる原因となった。このようなことから、新設の組織を対象に能力強化・技術協力を実施する際には、相手国における人員枠の承認や人員配置のプロセス、予算確保の仕組み、カウンターパート機関の財政状況などをプロジェクト開始前に確認し、プロジェクトの開始時期や専門家の投入計画を注意深く策定する必要があるといえる。

## Summary of Terminal Evaluation

1. Outline of the Project		
Country: Sri Lanka	Project title: Project for the Development of Culture-Oriented Tourism in Sigiriya	
Sector: Tourism	Cooperation scheme: Technical Cooperation Project	
Division in-charge : JICA Sri Lanka Office	Project cost (as of Aug. 31, 2010) 288,651 thousand Japanese Yen	
	Implementing organization in the partner country: Ministry of National Heritage and Cultural Affairs (MNHCA) Ministry of Economic Development (MED)	
	Supporting organization in Japan:	
Period of Cooperation	R/D: March 2008	Other cooperation:
	Two and half years from 01.07.2008 to 31.12.2010	
<p>1-1. Background and summary of the Project</p> <p>Sigiriya is one of the six UNESCO World Cultural Heritage Sites in Sri Lanka. Its archaeological value, protected natural setting, and the marvel of seeing a palace perched on a 200 m rock outcrop contribute to Sigiriya's high potential for tourism development. Despite its high potential, tourism in Sigiriya has been held back by the quality and types of service offered. As a result, local residents receive few benefits from the tourists as most of them leave immediately after paying a brief visit to the World Heritage site.</p> <p>The Japanese government had approved several projects in the area, which are: a yen loan project named Tourism Resources Improvement Project, 2KR counterpart-fund for construction of the Sigiriya Museum, and a Cultural Grant Aid for the supply of equipment to the Museum. To increase the effect of these projects, a technical cooperation project was requested by GOSL with the aim to develop the capabilities of the counterpart organizations in the field of tourism development and marketing promotion, and operation and management of the Museum. The request was approved by the Japanese government in August 2006. After the preliminary study in October 2007, the Project was commenced in July 2008.</p> <p>1-2. Project Overview</p> <p>(1) Overall Goal Promotion of tourism in Sigiriya and Dambulla area</p> <p>(2) Project Purpose Synergetic enhancement<sup>1</sup> of the museum activities and the tourism in the Sigiriya area</p> <p>(3) Outputs</p> <ul style="list-style-type: none"> <li>• Establishment and development of functions (Museum operation planning, display designing,</li> </ul>		

<sup>1</sup> Definition of synergetic enhancement : The operation of Sigiriya Museum and the tourism promotion activities for Dambulla – Sigiriya are executed with a close coordination.

facility management etc.) for the new museum

- Providing information for visitors' demand about the Sigiriya area
- ADSTP<sup>2</sup> is established and the execution capacity by the association members is built.
- Formulation of a proposal for tourism promotion and marketing plan for Sigiriya and Dambulla area

#### (4) Inputs (as of the end of August, 2010)

##### Japanese side:

Inputs from Japanese side were provided as planned. Eleven JICA Experts were dispatched for the period of 69 man-months in total. The training courses in Japan on Museum Techniques and on Regional Tourism Development were conducted. Six counterpart personnel in total participated in the courses. All equipment was purchased as planned. Around 14 million Japanese Yen in total has been expended as local cost.

##### Sri Lankan side:

There was a delay in the input from Sri Lankan side. Currently, most of the planned positions for the Museum are filled, although there was a long delay in appointment of the Museum staff due to delays in construction and the handing over of the Museum. The officers of the Museum are still appointed temporarily and double-assigned. The budget allocation for the operation and maintenance of the Museum was approved by the government of Sri Lanka for the fiscal year 2010, however, there was no such budget in 2009.

## 2. Outline of the Terminal Evaluation Team

Members	Mr. Takuya Otsuka, Senior Representative, JICA Sri Lanka Office Ms. Miho Ishida, Private Sector Development Group, Industrial Development Department, JICA Mr. Akihide Takeo, Representative, JICA Sri Lanka Office Ms. Tomoko Tamura, Consultant, Kaihatsu Management Consulting, Inc.	
Period of the Review	From September 6 to 17, 2010	Type of Evaluation: Terminal Evaluation

## 3. Results of the Terminal Evaluation

### 3.1. Summary of the Evaluation Results

#### (1) Relevance

The Project Purpose is consistent with the Sri Lankan development policy, Japanese ODA policy and Country Strategy of JICA. There is yet no policy to support the concept of "Regional tourism development with community participation", but it does not affect the relevancy of this Project. Taking these factors into consideration, the relevance of the Project remains high.

#### (2) Effectiveness

The synergetic enhancement of the Museum activities and the tourism in Sigiriya area is being realized, and the Project Purpose is being attained to a certain level; therefore, the effectiveness of the Project is high.

<sup>2</sup> ADSTP : Association of Dambulla-Sigiriya Tourism Promotion. The association was formed by private-public partnership with the support of the Project and registered to the Divisional Secretariat.

However, the attainment level of the Project Purpose could have been higher if actions to increase the number of visitors to the Museum were taken by the relevant authorities of Sri Lanka more promptly.

### (3) Efficiency

The planned outputs are being produced successfully without delay. However, the delay of input from Sri Lankan side, such as delays in construction of the Museum, assignment of the Museum staff and budget allocation for operation and maintenance of the Museum, had given negative effects to the efficiency of the Project. Therefore, efficiency of the Project is moderate.

### (4) Impact

The Project will definitely give positive impact on promotion of tourism in Sigiriya and Dambulla area, as the Museum is an important value addition to the area and the events and products of Association of Dambulla Sigiriya Tourism Promotion (ADSTP), which was established by the Project, would continue to provide unforgettable memories to the tourists, if the effects of the Project will be sustained. There is a potential that other museums in Sri Lanka can learn from management and operation of the Museum. ADSTP can be a model for public-private partnership effort for regional tourism promotion, perhaps even nationwide. In this manner, the Project would give high impact to the tourism promotion in Sigiriya and Dambulla area in the future and there is a potential that the outcome of the Project will be applied to other areas in the country. Therefore, the Impact of the Project is high.

### (5) Sustainability

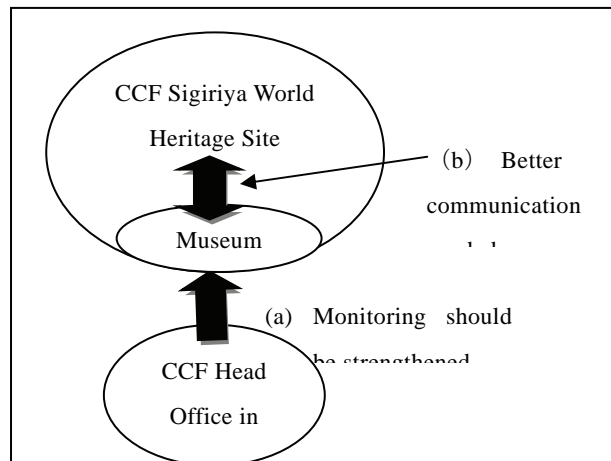
The function of the Museum has been almost established and sustainability of the effects of the Project would be expected to some extent. However, there are several concerns on the Central Cultural Fund (CCF) side such as, (a) a system to monitor the progress of the Museum regularly by the CCF Head Office in Colombo has not yet been established: therefore, improvement of customer satisfaction and resolution of various problems of the Museum are not taking place on time<sup>3</sup>, and (b) communication between the officers of CCF Sigiriya Project in charge of account and supply and the staff of the Museum has not been very close; therefore, the disbursement of the necessary budget to the Museum was often delayed<sup>4</sup> (see the above figure). On the Sri Lanka Tourism Promotion Bureau (SLTPB) side, there is only one officer for the tourism information center in the Museum; therefore, the center does not function well in the days she takes leave. When taking these concerns into consideration, at this time, the sustainability of the effects of the Project to the Museum is medium-high.

ADSTP has achieved the target to a maximum extent within a short time. However, the sustainability of the effects of the Project on ADSTP is considered be low, mainly because it has not secured funds for its future activities nor a full-time staff who can play a leading role after the Project.

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<sup>3</sup> Due to this problem, solutions for the following issues, for example, have been pending : the space for a café has not been utilized ; the closing time of the Museum and the time for the staff to leave the Museum had not been adjusted ; an entrance ticket only for the Museum has not been introduced for those who do not wish to visit the World Heritage site.

<sup>4</sup> Due to this problem, for example, the generator for the Museum was often switched off during power-cuts because there was no stock of fuel ; special exhibitions and events were not held on schedule.



### 3.2. Factors contributed to the effects of the Project

#### (1) Factors concerning project planning

n/a

#### (2) Factors concerning project implementation process

The method adopted in the Project for capacity building was effective in developing the capacity of the Museum staff satisfactorily. In the early stage of the Project, JICA Experts and counterpart personnel at the Museum discussed and agreed on “skills, knowledge and attitudes” required for various categories of Museum workers. Through this exercise, the stakeholders reached consensus on the target areas and levels of the capacity development. After that, the achievement levels of the staff were measured and recorded numerically from time to time by conducting both self-evaluations and the evaluations by JICA Experts. The discrepancies of the scores between the self-evaluation and the evaluation by JICA Experts were also analyzed.

### 3.3. Issues and problems of the Project and their background

#### (1) Issues and problems concerning project planning

Counterpart personnel for the tourism promotion were not clearly identified at the beginning of the Project; therefore, it took around one year to commence the relevant activities. The Divisional Secretary’s office in Dambulla was expected to work as a counterpart agency; however, there was no section in the office for tourism promotion. As a result, ADSTP first had to be formed and registered, as a suitable organization to implement the activities.

#### (2) Issues and problems concerning project implementation process

The Project was commenced before the three pre-conditions were fulfilled, primarily from the need to match the schedule of the cultural grant aid project. The pre-conditions were not fulfilled until a long time after the commencement of the Project. The construction of the Museum was delayed for eleven months; budget for the project was not secured for 2009, and the assignment of the counterpart personnel for the Museum was delayed for five months. As mentioned above, these delays hindered the efficiency of the Project.



#### 4. Conclusion

The planned outputs of the Project are being produced and the Project Purpose is being attained to a certain level. Relevance, Effectiveness, and Impact of the Project are high, although Efficiency of the Project is moderate because of the delay of input from Sri Lankan side. Related Sri Lankan organizations such as Ministry of National Heritage and Cultural Affairs, CCF, Ministry of Economic Development and SLTPB are advised to execute the recommendations of the Terminal Evaluation in order to ensure the sustainability of the Project.

#### 5. Recommendations (summary)

##### 5.1. Recommendations to the National Heritage and Cultural Affairs and CCF Head Office

(1) Appoint full-time officers to the Museum.

(2) Keep the Museum functioning during its opening hours<sup>5</sup>, so that the visitors can always have good service.

(3) Hold monthly meetings with museum officers for effective progress monitoring and problem solving.

(4) Open the café and improve shop cubicles in order to utilize the facilities of the Museum to a maximum extent.

(5) Introduce a ticket only for the Museum.

(6) Direct the visitors to the Museum more effectively by improving access roads to the Museum and setting up signs and sign boards.

(7) Positively consider to have a Director-Museums in the CCF Head Office or a post having equivalent responsibility.

##### 5.2. Recommendations to the CCF Sigiriya Project

(1) Make sure the key officers of CCF Sigiriya participate in the monthly Museum meetings, together with the Project Manager of CCF Sigiriya.

(2) Direct the visitors to the Museum more effectively by improving access roads to the Museum and setting up signs and sign boards.

(3) Submit monthly reports to JICA Sri Lanka office even after the Project.

##### 5.3. Recommendations to the Ministry of Economic Development and SLTPB

(1) Introduce a regional-level system to support ADSTP by appointing a full-time officer for ADSTP

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<sup>5</sup> Keep the level of the services of the Museum up to standard at all times, by, for example : maintaining a stock of fuel for the generator and switching it on whenever there are power-cuts ; adjusting the time to closing of the Museum so that visitors who arrive near closing time are serviced by a full component of staff.

under the Ministry of Economic Development.

(2) Facilitate implementation of the prioritized projects in the “Tourism Promotion and Marketing Plan for Dambulla Divisional Secretariat Area” to be proposed by ADSTP, through collaboration with the Tourism Resources Improvement Project by yen loan.

(3) Appoint the second information officer of SLTPB to the Information Centre of the Museum.

#### 6. Lessons Learnt (for similar projects by JICA)

(1) As mentioned in 2. (2), the method of capacity development adopted in the Project can be utilized in the similar projects of JICA.

(2) As mentioned in 3.3. (1), the counterpart personnel for the tourism promotion were not identified clearly at the start of the project, and in consequence, limited time was left for implementation of the planned activities. Counterpart personnel should be identified at the time of the commencement of the project of technical cooperation. However, if it is not, the project should be designed with consideration of the time needed for identifying the counterpart personnel.

(3) As mentioned in 3.3. (2), the counterpart personnel for the Museum were not assigned as planned. In reality, it usually takes two or three years in Sri Lanka to approve a new cadre (staff) position. In this particular case, the delay was especially pronounced because the counterpart organization had difficulty in obtaining the necessary cadre approval, as its financial situation was very tight until recently due to the reduction of the number of tourists during the final stage of the ethnic conflict in the country. In technical cooperation project by JICA on capacity development of a new organization, it is important to carefully study the process and system of the counterpart country with regard to the approval of cadre, recruitment and appointment as well as the financial situation of the counterpart organization; and then decide the time for commencement of the Project and assignment schedule of the JICA Experts.

# 第1章 終了時評価調査の概要

## 1-1 調査団派遣の経緯と目的

スリランカ民主社会主義共和国（以下、「スリランカ」と記す）の観光セクターは同国第4位の外貨獲得産業である。2009年5月に内戦も終結し、更なる発展が期待されている。同国政府は、2006年に策定した10カ年（2007～2016）国家開発計画において、観光セクターを重点開発セクターと位置づけ、2016年までに外国人観光客数を現在の55万人から200万人に増加させる目標を掲げている。しかしながら、同国政府の観光セクターは、世界遺産などは数多く存在するものの、戦略的な観光振興施策の欠如、インフラの未整備、人材の不足などにより、その潜在力が十分に発揮されていない。

こうした状況のもと、シーギリヤ博物館の開館と機能の確立、観光振興の支援を目的として、2008年7月から2010年12月の2.5年間の計画で「シーギリヤにおける地域主導型観光開発プロジェクト」（Project for the Development of Culture-Oriented Tourism in Sigiriya : COTS）を実施している。本プロジェクトは、中央文化基金（Central Cultural Fund : CCF）およびスリランカ観光振興局（Sri Lanka Tourism Promotion Bureau : SLTPB）をカウンターパート機関として実施されており、11名の専門家（総括、博物館運営管理1・2、博物館技術/映像制作、展示計画、人材育成/地域連携、情報センター、観光振興計画、パイロットプロジェクト支援）を派遣してきた。

今回実施した終了時評価調査は本プロジェクト活動の実績、成果を評価、確認するとともに、今後のプロジェクト活動に対する提言および今後の類似事業の実施にあたっての教訓を導くことを目的とした。

## 1-2 調査団の構成

担当業務	氏名	所属	調査期間
総括	大塚 卓哉	JICA スリランカ事務所次長	現地参团
観光開発	石田 美帆	JICA 産業開発部産業・貿易課	2010年9月11日～17日
協力企画	武尾 昭秀	JICA スリランカ事務所	現地参团
評価分析	田村 智子	(株) かいはずマネジメント・コンサルティング	2010年9月6日～17日

## 1-3 調査日程

date		Schedule
6-Sep	Mon	Discussion at JICA Kick-off meeting with MNHCA, CCF, SLTPB & MED
7	Tue	Leave for Sigiriya Interview with JICA experts/JOCV/SV
8	Wed	Interview with Museum officers Interview with DS officers
9	Thu	Interview with ADSTP members

10	Fri	Interview with SLTPB/TRIP/MED Discussion at JICA
11	Sat	Discussion with JICA Experts
12	Sun	Discussion with PM Site visit, leave for Colombo
13	Mon	Discussion with CCF and MNHCA Discussion with SLTPB
14	Tue	Discussion with MED Drafting M/M and submission
15	Wed	JCC meeting Revisions to M/M
16	Thu	Improvements to M/M
17	Fri	Signing M/M Report to JICA Office, EOJ and ERD

#### 1-4 主要面談者

付属資料の ANNEX 9 参照。

#### 1-5 対象プロジェクトの概要

##### 1-5-1 協力の背景

シーギリヤはスリランカに7か所ある UNESCO 世界文化遺産のうちの一つである。高さ 200m の岩の上に宮殿跡があり、その考古学的価値が高いこと、豊かな自然に恵まれていることなどから、シーギリヤには観光開発の高い可能性がある。一方、同地では観光振興に遅れがみられ、観光に関するサービスの質や種類が乏しい。そのため、同地を訪問する観光客のほとんどは遺跡に立ち寄っただけで去ってしまう傾向にあり、地元住民は観光の恩恵をほとんど受けていなかった。

日本政府はこれまでシーギリヤにおいて、円借款による観光セクター開発事業、見返り資金による博物館建設、文化無償資金協力による博物館展示機材の供与を実施している。これらの事業の効果をさらに高めるため、観光振興および博物館の運営技術の向上を目的とした技術協力プロジェクトがスリランカ政府により要請され、2006年8月に日本政府が承認した。本プロジェクトは2007年の事前調査を経て、2008年7月から2.5年間の計画で実施された。

##### 1-5-2 協力内容

本プロジェクトの概要は以下のとおりである。

##### (1) 上位目標

シーギリヤ・ダンプッラ地区の観光地としての地位が向上する。

## (2) プロジェクト目標

シーギリヤにおける博物館活動と観光活動が連関性をもって強化される。

(連関性の定義:シーギリヤ博物館とダンブッラ・シーギリヤ地区観光振興活動が密接な関連をもって実施される。)

## (3) 成果

1. 新博物館の機能（館員運営能力向上、館内設備・展示物の準備等）が確立される。
2. 観光客の要望にあったシーギリヤ地区の観光情報が提供される。
3. 官民連携による観光振興母体となる地元地域の観光振興協会（ダンブッラ・シーギリヤ観光振興協会（Association for Dambulla and Sigiriya Tourism Promotion : ADSTP））が設立され、ADSTP メンバーによる観光振興活動が実施できる体制が整う。
4. シーギリヤおよびダンブッラ地区の観光振興・マーケティング計画案が完成する。

## (4) 活動

### 1. 博物館への支援

#### 1.1 新博物館の機能が整備される。

- 1.1.1 全体的なコーディネーション能力開発が行われる。
- 1.1.2 技術的なコーディネーション能力開発が行われる。
- 1.1.3 管理面のコーディネーション能力開発が行われる。
  - ・ 週間・月間会議実施および月報作成支援
  - ・ 特別展の実施
  - ・ ADSTP との共同企画の実施

#### 1.2 博物館職員の人材育成が行われる。

(Project manager, museum keeper, officers in charge of planning, marketing officer, maintenance officer, officer in charge of archiving, conservation lab, information center staff)

#### 1.3 映像が製作される。

- 1.3.1 三次元 CG 映像が製作される。
- 1.3.2 紹介ビデオ映像の製作が支援される。

### 2. 観光情報センターへの支援

- 2.1 データや素材の準備
- 2.2 ウェブサイトの立ち上げ
- 2.3 情報・教育資料の準備
- 2.4 観光情報センターの設置の調整
- 2.5 博物館内観光情報センターの運営方法を支援

### 3. ADSTP への支援

- 3.1 組織体制構築の支援
- 3.2 登録の支援
- 3.3 組織運営能力の強化
  - ・ ウェブサイトの構築、更新支援
  - ・ 組織運営管理の支援

- 3.4 観光情報の収集
- 3.5 パイロットプロジェクトの実施
- 3.6 CCF との共同イベントの実施
- 4. 観光振興計画策定への支援
  - 4.1 観光振興、マーケティング計画のための情報およびニーズ調査の実施
  - 4.2 ADSTP の活動を通じた参加型による観光振興・マーケティング計画案の策定
  - 4.3 観光振興・マーケティング計画案へのパイロットプロジェクト結果のフィードバック

(5) 外部条件

1) 前提条件

- ・博物館が計画通りに建設される。
- ・プロジェクト実施予算がスリランカ政府によって確保される。
- ・カウンターパートが適切な時期に配置される。

2) 活動実施のための外部条件

- ・JICA 無償資金協力による展示機材が博物館に計画通りに供与される。

3) 成果達成のための外部条件

- ・治安が維持される。

4) プロジェクト目標達成のための外部条件

- ・スリランカの博物館および観光セクターに対する政策上の優先度が維持される。
- ・スリランカ国内の治安が安定する。

5) 上位目標達成のための外部条件

- ・深刻な世界的経済不況が起きない。
- ・スリランカ国内の治安が安定する。

## 第2章 評価の方法

### 2-1 評価調査の手法

当評価調査は、以下の手法を用いて実施された。

#### (1) 既存報告書類のレビュー

#### (2) インタビュー調査・ディスカッション

- ・博物館職員
- ・ADSTP の会員
- ・本プロジェクト JICA 専門家チーム
- ・本プロジェクト関連機関職員〔国家遺産文化省（Ministry of National Heritage and Cultural Affairs : MNHCA）、CCF、経済開発省（Ministry of Economic Development : MED）、スリランカ観光振興局（Sri Lanka Tourism Promotion Bureau : SLTPB）〕
- ・円借款事業「観光セクター開発事業」、外務省対外援助局、在スリランカ日本大使館代表者
- ・青年海外協力隊員（Japan Overseas Cooperation Volunteer : JOCV）〔ダンブッラ郡庁（Divisional Secretary : DS）〕に配属〕
- ・博物館サイト実査

### 2-2 主な調査項目と情報・データ収集方法

活動実施項目については、付属資料の終了時評価英文報告書の ANNEX 6 に記載の「活動進捗表（Progress of the Main Activities）」を用い、既存のレポートおよび JICA 専門家とスリランカ側カウンターパートへのインタビューをもとに実績を確認した。成果達成状況については、同報告書 ANNEX 7 に記載の「成果達成状況調査表（Accomplishment Grid）」を用い、プロジェクト・デザイン・マトリックス（Project Design Matrix : PDM）の指標に沿って情報・データを収集し分析を行った。5 項目評価については、同報告書 ANNEX 8 に記載の「評価グリッド（Evaluation Grid）」を用いて、評価 5 項目に関し設問事項を設け、情報・データを収集し分析を行った。

なお、実施プロセスに関しては、チームワーク、コミュニケーション、意思決定過程、進捗モニタリング、上位機関の参加度、合同調整委員会（Joint Coordination Committee : JCC）の機能などに関する情報・データを JICA 専門家チームおよびスリランカ側カウンターパートから収集した。

## 第3章 プロジェクトの実績

### 3-1 投入の実績

#### 3-1-1 日本側

##### (1) 専門家の派遣（詳細は、終了時評価英文報告書の ANNEX 1 を参照）

2010年8月末現在において、合計11名のJICA専門家が延べ69カ月派遣され、プロジェクトの効果的な実施に貢献した。派遣者数や期間は計画通りであった。なお、2010年9月以降の第3年次については合計9名、延べ12カ月の派遣を予定している。

##### (2) 本邦研修（詳細は、終了時評価英文報告書の ANNEX 5 を参照）

2コースの研修が開催され、計6人のカウンターパートが参加した。当初、第1年次に第1回目の研修を実施する予定であったが、博物館の職員の配属の遅れに従い、実施を遅らせた。

第1回目の「博物館技術研修」は、2010年1月9日から30日まで実施され、博物館館長、リサーチ・オフィサー（展示）、リサーチ・オフィサー（対外調整）の3名の博物館職員が参加した。参加者は、博物館の運営管理、特別展示や活動、展示手法、対外調整などに関して、知識や経験を得ることができた。参加者は帰国後、これらの知識や経験を他の博物館職員と共有した。

第2回目の「地域観光振興技術研修」は、2010年5月11日から29日まで実施され、ADSTPの主要メンバーであるダンプッラ DS 次官、CCF シーギリヤ世界遺産サイトのプロジェクトマネージャー、SLTPB 日本担当職員の3名が参加した。参加者は、官民連携による観光振興、日本における観光振興協会の成り立ちと活動、観光資源としての博物館の意義などに関し、知識と経験を得ることができた。また、観光地において餅つき、陶芸などを体験し、活動型の文化観光に触れ、スリランカにおいて何が実施できるか考えるきっかけをつかんだ。参加者は帰国後、これらの知識や経験を ADSTP の他のメンバーと共有した。

##### (3) 機材供与（詳細は、終了時評価英文報告書の ANNEX 3 を参照）

車両、コンピューター、プリンタ、視聴覚プログラム、関連資機材などの機材供与は計画通り実施され、機材の品質や数量に特に問題はみられない。ただし、博物館の実験室に供与された機材のうちのいくつかは同室への水道の設置が遅れているため、現時点では未使用である。

##### (4) ローカルコスト負担（詳細は、終了時評価英文報告書の ANNEX 4 を参照）

JICA は、2010年8月末時点で合計約1400万円のローカルコストを負担した。支出項目はローカル・コンサルタントや補助員の雇用、消耗品購入費などである。

#### 3-1-2 相手国側

##### (1) カウンターパートの配置（詳細は、終了時評価英文報告書の ANNEX 2 を参照）

当初計画された博物館員の職位については現在、そのほとんどが充足されている。しかし、博物館の建設および引き渡しが遅れたため、博物館員の配置はかなり遅れた。また、



現在博物館に配属されている職員は、博物館とシーギリヤ世界遺産プロジェクトサイトを兼任しており、博物館への配属任命も暫定的なものである。博物館内の観光情報センターへは SLTPB の職員 2 名が配置される予定であったが、現在 1 名のみ配置となっている。

観光振興に関しては、プロジェクト形成時、ダンブッラ DS をカウンターパートとし、ワーキンググループを形成して活動を実施する計画であった。しかし、同 DS には観光課に相当するものがなく、またワーキンググループは一時的なものであり、持続発展性が低いことが懸念された。その後、同 DS や関連政府機関、ゲストハウス協会、ホテル協会、女性組合など地元の官民の代表者からなる ADSTP が形成・登録され、活動が開始された。このように、当初、カウンターパートが明確に特定されていなかったため、活動を開始するまで約 1 年を要する結果となり、残り 1 年半の協力期間で成果を達成する必要が生じ、JICA 専門家への負担が大きくなった。

## (2) ローカルコスト負担

スリランカ政府は、博物館が開館した 2009 年度に関して、博物館の運営維持管理費や人件費を確保しておらず、運営上さまざまな不都合が生じたが、2010 年度に関しては申請された予算を承認している。観光振興については、ADSTP のミーティングに関する諸経費、新年フェスティバルの開催費などを、ダンブッラ DS や SLTPB をはじめとしたスリランカ側カウンターパートが負担した。

## (3) 専門家の執務室

博物館の建設や引き渡しの遅延により、専門家チームの執務室が同館内に設置されたのは第 2 年次の初めであった。それまでは仮執務室が設置された。

### 3-2 活動の実施状況

本プロジェクトの前提条件であった博物館の建設、引き渡し、開館、博物館職員の配置などの遅れにより、プロジェクト開始当初、博物館職員の技術指導に関する活動の開始が約 5 カ月遅れた。そのため、例えば博物館の開館前に博物館の施設や展示物を使って研修を実施する計画であったが、そのような研修は上述の諸々の遅延によって実施することができなかった。

2010 年 2 月に実施された運営指導調査の際、プロジェクト開始後も長期間前提条件が満たされなかったことを勘案し、プロジェクトのフレームワークが見直された。その結果、今後、JICA 専門家による技術移転は博物館の幹部職員を主に対象とし、受付や清掃を担当するマイナースタッフへの訓練は実施しないこと、幹部職員がマイナースタッフを訓練できるよう、JICA 専門家は指導者訓練 (Trainers' of Training) を実施し、訓練マニュアルを整備することとなった。この変更は、同 2 月の JCC で同意され、PDM も改定された。

改定された PDM に基づき活動の進捗を確認した結果、現在、活動はすべて計画通りに実施されており、大きな遅れはみられないことがわかった。第 3 年次の活動が計画通り実施されれば、すべての活動が完了する見込みである (詳細は、終了時評価英文報告書の ANNEX 6「活動進捗表 (Progress of the Main Activities)」を参照)。

### 3-3 成果の達成状況

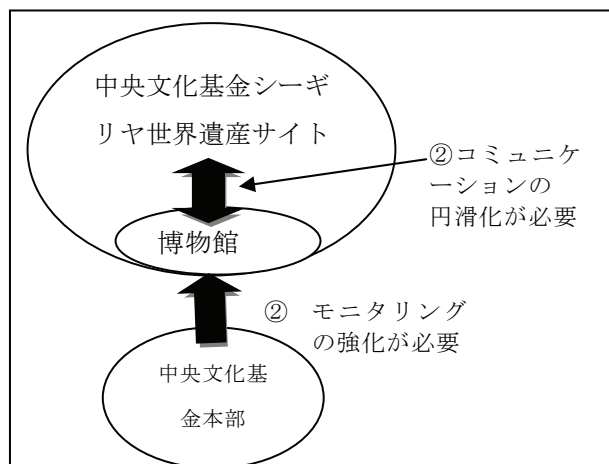
成果1はほぼ予定通り達成されつつあるが、博物館の運営管理に関して課題がいくつか残っており、今後3カ月間におけるスリランカ側カウンターパートの更なる努力が求められる。成果2の活動は計画通り進捗しており、成果は達成できる見込みである。成果3の進捗も計画通りであり、残りの期間でイベントなどがいくつか実施されれば、完成度がさらに向上するであろう。成果4の活動も現在のところ計画通り進捗しており、残りの活動も2010年末には完了する予定であり、成果の達成が見込まれる。それぞれの成果の達成状況の詳細は表のとおりである。(終了時評価英文報告書のANNEX7の「成果達成状況調査表(Accomplishment Grid)」参照)。

#### (1) 成果1

新博物館の機能(館員運営能力向上、館内設備・展示物の準備など)が確立される。

博物館建設の遅れや博物館職員の配置の遅れなどはあったが、現在、博物館の運営管理の機能はほぼ確立されており、成果は達成されつつあるといえる。これまで1年間の博物館の運営管理の実績を背景に、博物館の職員は自らの職務に自信を付けてきており、引き続き学ぼうとする積極的な姿勢もみられる。

一方、①コロンボにあるCCF本部による博物館のモニタリングが効果的に行われていないため、博物館のサービス向上や諸問題の解決が効率良く行われていない<sup>1</sup>、②CCFシーギリヤ世界遺産サイトプロジェクトの会計や調達を担当する職員と博物館の職員のコミュニケーションが円滑でないため、博物館の予算の支出に遅れがみられる<sup>2</sup>(図参照)。また、博物館内の観光情報センターの機能の充実のために、SLTPBの職員を増員する必要もある。このように運営管理上のいくつかの課題が残されている。



<sup>1</sup> 例えば、館内のカフェのスペースが未使用、閉館時間が職員の通勤できる時間と対応していない、博物館だけの入場券が売られていない(よって、遺跡に登らず博物館を訪れる人も遺跡の入場券を購入する必要がある)といった問題に対する解決策への着手が遅れている。

<sup>2</sup> 例えばディーゼルの予備が購入されておらず、停電時に博物館の発電機が使えない、企画展やイベントなどが計画通りに実施できないということがあった。

成果1の指標	達成状況																								
1. 博物館運営計画がCCFにより承認され活用される	<p>博物館職員の運営管理技術は開館当時よりもかなり向上したが、下記のような課題がまだ残っており、更なる改善の余地がある。</p> <ul style="list-style-type: none"> <li>・博物館職員とCCF本部、および博物館職員とCCFシーギリヤ世界遺産サイトの主要職員間のコミュニケーションが円滑でない。</li> <li>・発電機用の燃料の蓄えが維持されていないため、停電時に発電機を使えないことがしばしばある。</li> <li>・最終バスに乗るため博物館職員は午後5時には帰宅するが、閉館時間が5時半であるため、5時以降に来館した観光客に十分なサービスができていない。</li> <li>・博物館専用の入場券が売られていないので、遺跡に登らず、博物館だけを訪問する人も遺跡の入場券を購入する必要がある。</li> </ul>																								
2. 博物館常勤職員が配置され、博物館で勤務している。	<p>博物館の幹部職員は1名を除いて博物館とシーギリヤ世界遺産サイトを兼務しており、博物館への職務任命も暫定的なものである。2010年4月以降、合計8名分の博物館専任職員の人員枠がスリランカ政府により承認されているが、CCF本部による採用試験の実施が遅れており、配置に至っていないのが現状である。</p>																								
3. 特別展・企画展が年2回以上新しく変更される。	<p>開館から1年間で3種類の特別展が開催された。2010年中にさらに2種類の特別展の実施が計画されており、指標の目標値を超えることとなる。</p> <table border="1" data-bbox="560 1108 1385 1364"> <thead> <tr> <th>Special Exhibit Title</th> <th>Period</th> <th>Location</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td>1 "1" Special Exhibit of Opening Ceremony"</td> <td>Sep 2009 - May 2010</td> <td>Exit Lobby, then Visitor Orientation Lobby</td> <td>Panel exhibit (photo exhibit)</td> </tr> <tr> <td>2 "Traditional Traps"</td> <td>Mar 2010 - Sep 2010?</td> <td>Exit Lobby</td> <td>Object exhibit (miniatures)</td> </tr> <tr> <td>3 "Mirror Wall Today"</td> <td>Mar 2010 - indefinite</td> <td>Exit Lobby</td> <td>Hands-on exhibit</td> </tr> <tr> <td>4 "Sigiriya through Children's Eyes"</td> <td>July 2010 - Dec 2010?</td> <td>Visitor Orientation Lobby</td> <td>Panel exhibit, multi-element</td> </tr> <tr> <td>5 "Traditional Household Objects"</td> <td>Sep 2010?</td> <td>Exhibition Lobby</td> <td>Object exhibit</td> </tr> </tbody> </table>	Special Exhibit Title	Period	Location	Type	1 "1" Special Exhibit of Opening Ceremony"	Sep 2009 - May 2010	Exit Lobby, then Visitor Orientation Lobby	Panel exhibit (photo exhibit)	2 "Traditional Traps"	Mar 2010 - Sep 2010?	Exit Lobby	Object exhibit (miniatures)	3 "Mirror Wall Today"	Mar 2010 - indefinite	Exit Lobby	Hands-on exhibit	4 "Sigiriya through Children's Eyes"	July 2010 - Dec 2010?	Visitor Orientation Lobby	Panel exhibit, multi-element	5 "Traditional Household Objects"	Sep 2010?	Exhibition Lobby	Object exhibit
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4. 来館者/観光客に公開された特別講義や企画が1カ月1回以上実施される。	<p>来館者や観光客を対象とした特別講義やイベントが下記のとおり開催された。合計16回、月平均1.3回であり、指標の目標値を超えている。</p> <ul style="list-style-type: none"> <li>・野外シアターにおける「伝統文化ショー（2009年8月）」「伝統舞踊コンクール（2009年11月および2010年2月）」</li> <li>・館内（AVルームなど）における「トレーニングワークショップ（2回）」「特別グループツアー（8回）」「外部講師による月次特別講座シリーズ（3回）」</li> </ul>																								
5. 博物館職員が必要な技術・知識の80%以上を習得する。	<p>第2年次末に実施した博物館員による自己評価（下表参照）によると、知識・技術習得度は平均94%であり、博物館員は博物館運営管理に必要な技術や知識をほぼ習得したという自信をもっていることがわかった。一方、JICA 専門家による評価では習得度は平均66%であり、メンテナンスに関する評価が特に低かった。自己評価と専門家の評価を平均するとおおよそ指標の目標値である80%に到達している。</p>																								

Average score of All staff members (except those two officers joined in May 2010)

	Result of Self-Evaluation by Skill Categories June-10		Evaluation by COTS (Aver) September-10	
	Score	%	Score	%
Visitor Control (Q1-7)	4.61	92%	3.55	71%
Visitor Assistant (Q8-17)	4.64	93%	3.38	68%
Exhibition* 1) (Q18-21)	3.90	78%	4.08	82%
	2) (Q22-27)	4.79	96%	3.03
Facility Maintenance (Q 28-30)	4.58	92%	2.60	52%
Organizational Attitude (Q 34-41)	4.81	96%	3.69	74%
Archiving (Q 31-33)	4.83	97%	3.00	60%
Average of Average Scores	4.72	94%	3.29	66%

6. 博物館が事前周知なしに不定期に休館しない。

博物館が開館日に閉まっていたことはこれまで一度もない。しかし、下記のような事情で博物館が実質的に機能していなかったことが数日または数週間あった。

- ・ 停電時に発電機用の燃料の蓄えがなかったため、電気やクーラーが使えず、またトイレの水も流れなかった。
- ・ クーラーや他の機材の修理のため常設展やビジター・オリエンテーション・ルームが閉まっていた。
- ・ プロジェクターが故障していたため 3D 画像を見せることができなかった。

## (2) 成果 2

観光客の要望にあったシーギリヤ地区の観光情報が提供される。

博物館の設計に観光情報センターが含まれていなかったため、同センターの設置が遅れ、それに伴い、担当職員の配置が遅れたにもかかわらず、プロジェクト関係者の努力により期待した成果が発現しつつあることは評価に値する。同センターでは現在、多様な情報が発信され、またウェブサイトも活用されており、その機能は充実しつつある。また、情報の中には後述の成果 3 の活動を通して、ADSTP のメンバーが収集・編集したものも多く、観光振興の活動が博物館で有効活用されている。なお、同センターには SLTPB から 2 名の職員が配置される予定であったが、現在 1 名のみ配置となっている。そのため、同職員が情報収集に出かけたり、休暇を取ったりすると、センターの機能が滞りがちであるため、2 人目の職員の早期の配置が望まれる。

成果 2 の指標	達成状況
1. ウェブサイトへの月間アクセス件数が、1 年後にサイト開設後 1 カ月間の件数の倍に増加する。	博物館のウェブサイトへのアクセス件数は月平均約 300 件であり、これまで延べ約 4,000 人がウェブサイトから博物館に関する情報を入手したことになる。なお、ウェブサイト開設当月（2009 年 6 月）のアクセス数が 64 件であったのに対し、1 年後である 2010 年 6 月のアクセス数は 192 件と 2 倍以上になっていることから、指標の目標は達成されている。
2. 観光情報センターが設置される。	観光情報センターが博物館の設計図になかったため、設置工事が大幅に遅れたが、デザイン、関係者調整と承認、発注、施工管理などを JICA 専門家チームが支援し、2009 年 11 月に同センターが開館した。現在、同センターには SLTPB の職員 1 名と CCF の職員 1 名が勤務している。同センターでは後述のような情報が発信されており、観光情報センターの基本的な機能はほぼ確立された。センターの職員は、毎月の来館者の満足度調査の実施と、ADSTP のウェブサ

	<p>イトの更新も担当しており、プロジェクト終了までの間に、同職員の知識や技術をさらに向上させる予定である。同センターにはSLTPB から2名の職員が配置される予定であったが、現在1名のみ配置となっている。そのため、同職員が情報収集に出かけたり、休暇を取ったりすると、センターの機能が滞りがちである。</p>
<p>3. パンフレットなどの情報素材が展示および配布される。</p>	<p>同センター設置当初、来館者に提供できる情報としては、博物館と本プロジェクトのパンフレット、SLTPB 発行のパンフレットしかなかったが、現在、観光情報センターで、さまざまな種類の情報が入手・閲覧できるようになった。例としては、シーギリヤ博物館のパンフレット、本プロジェクトのニューズレター、本プロジェクトで作成したシーギリヤ・エリアマップ、SLTPB のパンフレット、宿泊先・レストラン・ショップのデータベース、GIS マップ、手作りマップ、ポスター類などがあげられる。</p> <p>ADSTP のウェブサイトは2009年11月にアップロードされ、これまで50カ国から7,000人以上のアクセスがあった。なかでも地図の人気は高く、これまで240回もダウンロードされた。</p> <p>毎月の入館者の満足度調査によると、約98%の来館者が同センターで提供されている情報に満足している。今後、同センターのディスプレイの改善を実施する予定である。</p>

### (3) 成果3

官民連携による観光振興母体となる地元地域のADSTPが設立され、ADSTPメンバーによる観光振興活動が実施できる体制が整う。

成果3の活動については、計画されたもののみならず、ADSTPのスリランカ側カウンターパートの発案による自主的なイベントの実施などもあり、期待した以上の成果が発現しつつある。同活動を担っているADSTPが、官民連携によるスリランカ初の正式な観光振興協会として順調にその体制を整えつつあることは評価に値する。

成果3の指標	達成度
<p>1. ADSTP が正式登録される。</p>	<p>2009年3月に、ダンブッラ・シーギリヤ地域の官民の代表者およびSLTPBの日本担当職員で形成されたADSTPが結成された。その後、ADSTPは2009年11月にボランティア社会活動/非政府団体としてダンブッラDSに登録され、スリランカ初の正式な観光振興協会として発足した。正式登録したことによりADSTPは銀行口座の開設、資金財源の運用、外交的な観光振興の活動への参加などを行うことが可能となった。その後、ADSTPの事務所がDS内に開設され、ロゴ、パンフレット、ウェブサイトも作成された。</p>
<p>2. ADSTP の2010年、2011年の活動計画が作成される。</p>	<p>ADSTPでは、2010年の活動計画を同年1月に作成し、現在、計画にそって活動を行っている。2011年の活動計画案についても作成済みであり、2010年末までに完成する予定である。</p>
<p>3. ADSTP の能力向上のためのパイロットプ</p>	<p>計画通り、下記のパイロットプロジェクトが実施された。</p> <ul style="list-style-type: none"> <li>・ADSTPの事務所の設立</li> </ul>

<p>プロジェクトが実施される。</p>	<ul style="list-style-type: none"> <li>・ ダンプッラ・シーギリヤ地方の観光振興ビデオの作成</li> <li>・ ツーリズム情報収集とツーリズムマップの作成</li> <li>・ 観光客を対象とした文化イベント（伝統舞踊コンクール）の開催</li> <li>・ 学校遠足プログラムの実施</li> </ul> <p>上記に加えて、2010年4月にはメンバーの提案により、新年フェスティバルが開催された。</p>
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#### (4) 成果4

シーギリヤおよびダンプッラ地区の観光振興・マーケティング計画案が完成する。

観光振興・マーケティング計画案はすでに作成されており、作成の過程では、カウンターパートである ADSTP メンバーの積極的な参加があった。今後、同計画案は ADSTP による承認を受け、本プロジェクトの最終セミナーで関係者に発表される予定である。第3年次にこれらの活動が順調に進捗すれば、期待された成果は達成される見込みである。

成果4の指標	達成度
<p>1. ADSTP のワーキンググループおよび運営委員会のメンバーが観光振興・マーケティング計画案の策定に参加する。</p>	<p>ADSTP のメンバーからは、計画案の作成過程において主に以下のように参加・貢献があった。</p> <ul style="list-style-type: none"> <li>・ 計画案の作成のための一連の会合に出席し、討議に参加した。</li> <li>・ ダンプッラ地方の観光資源の発掘のための踏査を実施した。</li> <li>・ 同計画の優先プロジェクトとして合計 11 の案を提案し、優先順位を付ける作業にも参加した。</li> </ul>
<p>2. シーギリヤおよびダンプッラ地区の観光振興・マーケティング計画案が策定・確認される。</p>	<p>上述のような過程を経て計画の素案が策定されており、第3年次は、同素案の最終化、ADSTP による承認、本プロジェクトの最終セミナーでの発表などが実施される予定である。</p>

### 3-4 プロジェクト目標の達成状況

#### <プロジェクト目標>

シーギリヤにおける博物館活動と観光活動が連関性をもって強化される。

上述のように、課題はいくつかあるものの、期待された4つの成果はほぼ発現しており、大きな遅れはみられない。また、プロジェクト目標の指標の達成度を下表のように確認したところ、博物館が高い評価を受けていること、ADSTP が収集・編集した多様な情報が観光客向けに発信されていること、博物館と ADSTP の共同イベントが計画通り実施されたことなどがわかった。このように、4つの指標のうち3つは達成されており、博物館と観光振興の活動が連関性をもって実施されていることから、プロジェクト目標はほぼ達成されていると評価する。

一方、下表に記したように、残りの1つの指標である博物館の来館者数が計画を下回る結果となったことは残念である。もし、スリランカ側関係者による博物館の広報活動が適切に行われ、計画した数の観光客が来館していれば、上述したプロジェクト効果の発現レベルが一層高くなっていたであろう。

プロジェクト目標の指標	達成状況																																																				
<p>1. 博物館へ年間 18 万人以上の観光客が訪れる。</p> <div data-bbox="197 376 619 672"> <p>博物館来館者数 (139,402 人)</p> <p>世界遺産訪問者数 (515,155 人)</p> </div> <p>(期間:2009年8月から2010年7月まで)</p>	<p>入館者数の目標は年間 18 万人以上であったが、現在のところ約 14 万人にとどまっており (下図参照)、目標達成率は 78%であった。また、シーギリヤの世界遺産への観光客のうち博物館を訪れているのはわずか 27%である (左図参照)。このように来館者数が目覚しく増加しなかったのは、MNHCA や CCF によって博物館の看板や表示、遺跡訪問のルートに博物館を含めるためのアクセスロードの改善など、観光客を博物館へ呼び入れるための施策が早期に着手されなかったことが主な原因と思われる。</p> <div data-bbox="655 658 1390 943"> <p>博物館来館者数(累計)</p> <table border="1"> <caption>博物館来館者数(累計) (推定値)</caption> <thead> <tr> <th>月</th> <th>国内観光客</th> <th>外国人観光客</th> <th>累計</th> </tr> </thead> <tbody> <tr><td>2009年8月</td><td>25,000</td><td>5,000</td><td>30,000</td></tr> <tr><td>9月</td><td>30,000</td><td>5,000</td><td>65,000</td></tr> <tr><td>10月</td><td>35,000</td><td>5,000</td><td>100,000</td></tr> <tr><td>11月</td><td>40,000</td><td>5,000</td><td>135,000</td></tr> <tr><td>12月</td><td>45,000</td><td>5,000</td><td>170,000</td></tr> <tr><td>2010年1月</td><td>50,000</td><td>5,000</td><td>205,000</td></tr> <tr><td>2月</td><td>55,000</td><td>5,000</td><td>240,000</td></tr> <tr><td>3月</td><td>60,000</td><td>5,000</td><td>275,000</td></tr> <tr><td>4月</td><td>65,000</td><td>5,000</td><td>310,000</td></tr> <tr><td>5月</td><td>70,000</td><td>5,000</td><td>345,000</td></tr> <tr><td>6月</td><td>75,000</td><td>5,000</td><td>380,000</td></tr> <tr><td>7月</td><td>80,000</td><td>5,000</td><td>415,000</td></tr> </tbody> </table> </div>	月	国内観光客	外国人観光客	累計	2009年8月	25,000	5,000	30,000	9月	30,000	5,000	65,000	10月	35,000	5,000	100,000	11月	40,000	5,000	135,000	12月	45,000	5,000	170,000	2010年1月	50,000	5,000	205,000	2月	55,000	5,000	240,000	3月	60,000	5,000	275,000	4月	65,000	5,000	310,000	5月	70,000	5,000	345,000	6月	75,000	5,000	380,000	7月	80,000	5,000	415,000
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<p>2. 博物館の来館者の 70%以上が博物館に満足する。</p>	<p>来館者調査によれば、約 90%の来館者が博物館に満足しており、「博物館への訪問を友人や家族に勧めたい」と述べている (下図参照)。このように、満足度についての実績は目標値を上回っている。</p> <div data-bbox="679 1149 1366 1559"> <p>当館への訪問を友人や家族に勧めたいですか (月次来館者調査:2010年7月)</p> <table border="1"> <thead> <tr> <th>回答</th> <th>割合</th> </tr> </thead> <tbody> <tr> <td>勧めたい</td> <td>66%</td> </tr> <tr> <td>是非勧めたい</td> <td>27%</td> </tr> <tr> <td>あまり薦めない</td> <td>7%</td> </tr> <tr> <td>絶対に薦めない</td> <td>0%</td> </tr> </tbody> </table> </div>	回答	割合	勧めたい	66%	是非勧めたい	27%	あまり薦めない	7%	絶対に薦めない	0%																																										
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<p>3. 博物館内の観光情報センターにおいて、ADSTP が作成した 2 種類以上の観光情報が入手可能となる。</p>	<p>観光情報センターでは、データベース 4 種、各種地図やパンフレットなどが入手でき、目標は達成されている。</p>																																																				
<p>4. ADSTP と CCF が 2010 年に 2 つ以上の共同企画を実施する。</p>	<p>ADSTP と CCF はこれまで、伝統文化ショー2回、伝統舞踊コンクール、新年フェスティバルを共同開催しており、目標は達成されている。</p>																																																				

### 3-5 実施プロセスにおける特記事項

JICA 専門家とスリランカ側カウンターパートのチームワーク、コミュニケーションは良好であった。同専門家とカウンターパートは週 1 回のミーティングで進捗や課題について話し合い、またその結果を博物館月報にまとめることにより、プロジェクトのモニタリングを実施している。MNHCA と CCF は本プロジェクトに協力的であったが、博物館に関する諸問題の解決にかなりの時間がかかったことは残念であった。なお、プロジェクトの JCC は計画通り開催されたが、会議のメンバーが多様であり、また人数が多すぎたため、議論や意思決定が効率良く行われなかったことがしばしばあった。



## 第4章 評価結果

### 4-1 評価5項目による評価

#### (1) 妥当性 <高い>

本プロジェクトは、スリランカの国家政策、日本の ODA および JICA の援助方針に合致しており、必要性も高い。スリランカにおいては現在、住民参加による地域観光開発の政策は存在しないが、そのことが本プロジェクトに与えた負の影響はなかった。よって、本プロジェクトの妥当性は終了時評価時点においても高いと判断する。

#### (2) 有効性 <高い>

博物館と観光振興の活動が関連性をもって推進された結果、相乗効果が発現しており、プロジェクト目標はおおむね達成されたものとみなされる。よって、本プロジェクトの有効性は高いと判断する。スリランカ側関係機関が、博物館の来館者数を増加させるための諸施策により、積極的に取り組んでいけば、プロジェクト目標の達成度はさらに高いものとなったと考えられる。

#### (3) 効率性 <中程度>

現時点において、成果は計画通り発現しつつあるが、上述のように、博物館建設、博物館員の配置、博物館維持管理費の確保などに関するスリランカ側の投入が案件開始当初遅れたことが、プロジェクトの効率的な実施の阻害要因となった。このため効率性は中程度と判断する。

#### (4) インパクト <高い(予測)>

本プロジェクトの効果が将来も維持されれば、同地方を訪れる観光客にとって博物館は重要な付加価値となり、本プロジェクトで設立された ADSTP の開催するイベントやプログラムは観光客に忘れられない思い出を与えることができる。また、シーギリヤ博物館の運営管理技術は、スリランカの他の博物館への模範となり得るものであり、本プロジェクトで観光振興を担った ADSTP の活動はスリランカ初の官民連携による地域観光振興の事例として、他地域へ応用展開でき得るものである。このように、本プロジェクトは将来、当該地方の観光振興へ高いインパクトを与える可能性があり、また技術移転の成果が他地域で応用される可能性もあることから、インパクトは高いと判断する。

なお、上位目標「シーギリヤ・ダンブッラ地区の観光地としての地位が向上する」の現時点での達成度は下表のとおりである。

上位目標の指標	達成状況
1. シーギリヤ世界遺産への観光客数が年間60万人以上に増加する。	直近の統計によれば、シーギリヤ世界遺産への年間訪問者数は50万人である。内戦の終結後、治安の回復とともに、国内外の旅行者数が増えていることを勘案すると、年間60万人という目標は近い将来達成される可能性がある。
2. シーギリヤ・ダンブッラ地区への観光客の	本プロジェクト開始時に同地区の観光客の満足度が調査されたあと、同種の調査は実施されていないため、現在の達成度は不

満足度が高まる。	明である。しかし、博物館も ADSTP もわずか約 1 年前から活動を始めたこと、観光客の満足度には、宿泊施設や食事など他の重要な要素が大きく影響することから、本プロジェクトが同地域を訪問した観光客の満足度に与える影響について、現在のところはっきりしたことはいえない。
3. ADSTP が資金を確保し定期的に観光振興活動を実施する。	ADSTP は、将来の活動資金が確保されていないこと、協力期間終了後は専任スタッフが不在となることなど自立発展性にかかわる課題が多く、将来、資金を確保し、定期的に活動を実施できるかどうか、現時点で言及することは困難である。

(5) 自立発展性〈博物館：中の上〉〈観光振興：低い〉

博物館の機能はほぼ確立しており、ある程度の自立発展性が見込まれるが、上述のように CCF 本部による博物館のモニタリング、CCF シーギリヤ世界遺産サイトプロジェクトの幹部職員と博物館の職員のコミュニケーションなど、博物館運営管理上の課題がいくつか残っていることから、現時点では博物館の自立発展性のレベルは中の上とみなされる。

観光振興に関しては、短い活動期間で最大限の成果を生み出したが、ADSTP の将来の活動資金が確保されていないこと、協力期間終了後は専任スタッフが不在となることなど課題が多いため、現時点における自立発展性は低いと判断する。

#### 4-2 効果発現に貢献した要因

(1) 計画内容に関すること

特になし。

(2) 実施プロセスに関すること

本プロジェクトで、博物館職員の能力強化が効果的に実施された要因としてその手法があげられる。まず、プロジェクト開始当時、JICA 専門家とスリランカ側カウンターパートが博物館運営管理に必要な「技術・知識・態度」について議論したうえ、研修項目表を作成し、技術移転内容および対象について合意を形成した。その後、この表に記載された項目の達成度を定期的に評価し、能力強化の進捗モニタリングが行われた。評価はカウンターパートの自己診断と JICA 専門家による診断の 2 種類が実施され、両診断結果の差異についても分析がなされた。

#### 4-3 問題点および問題を惹起した要因

(1) 計画内容に関すること

当初の計画では、ダンプッラ DS がカウンターパート機関であると想定されていたが、同 DS には観光振興を担当する部署がない状態であった。そこでプロジェクト開始後、観光振興活動を実施するに適切な団体として、ADSTP が結成・登録された。このように、当初、本プロジェクトの観光振興の活動に関するカウンターパートが明確に特定されていなかったため、活動開始まで約 1 年を要する結果となった。

## (2) 実施プロセスに関すること

上述のように、博物館の建設や博物館職員の配置などが計画通り実施されることが本プロジェクトの前提条件であったが、文化無償のスケジュールとの兼ね合いで、前提条件が満たされる前に本プロジェクトが開始された。博物館建設が 11 カ月、博物館職員の配置が 5 カ月遅れ、また、2009 年度は博物館予算が確保されず、プロジェクト開始後も長期間前提条件が満たされない結果となり、プロジェクト実施の効率性に負の影響を与えた。

## 4-4 結 論

計画通り成果は発現しつつあり、プロジェクト目標もおおよそ達成したとみなされる。妥当性、有効性、インパクトは高く、効率性についてはスリランカ側の投入の遅れのため中程度と判断する。今後、相手国側関連機関が第 5 章の提言を実行し、プロジェクトの効果の自立発展性の確保に努めることが望まれる。

## 第5章 提言と教訓

### 5-1 提言

最終評価団が提言として表明した事項の要約は以下のとおりである。

#### 5-1-1 MNHCA と CCF 本部への提言

- (1) 博物館へ専任スタッフを早急に配置する。
- (2) 開館時間中は常時、来館者が良いサービスを受けられるよう、博物館の機能やサービスの維持管理を徹底する<sup>3</sup>。
- (3) CCF 本部職員と、博物館職員との月次会議を開催し、モニタリングと諸問題の早期の解決を図る。
- (4) カフェの開設や店舗の活用などにより博物館施設を有効活用する。
- (5) 博物館専用入場券を導入する。
- (6) 博物館を世界遺産内の順路に含むためのアクセスロードの改善や看板・標識の設置などによって、観光客をより積極的に呼び込む。
- (7) 博物館担当ディレクターもしくは同等の職員を CCF 本部に配置するよう検討する。

#### 5-1-2 CCF シーギリヤ世界遺産サイトへの提言

- (1) シーギリヤ世界遺産サイトプロジェクトの責任者が博物館の職員と月次会議を開催する際には、同プロジェクトの主要職員を必ず参加させる。
- (2) 博物館を世界遺産内の順路に含むためのアクセスロードの改善や看板・標識の設置などにより、観光客をより積極的に呼び込む。
- (3) 協力期間終了後も博物館月報の写しを JICA スリランカ事務所に提出する。

#### 5-1-3 MED と SLTPB への提言

- (1) ADSTP を現地でサポートする専任職員として MED の職員を派遣し、ADSTP を支援する仕組みを導入する。
- (2) 円借款により実施中の「観光セクター開発事業」との連携により、ADSTP が現在作成中

---

<sup>3</sup> 具体的には、①燃料をストックし停電の際に必ず発動機が動くようにする、②閉館時間を変更し、夕刻の入館者に不便がないようにするなどが望まれる。

の「ダンブッラ・シーギリヤ観光振興・マーケティング計画」の優先事業の実施を支援する。

(3) 博物館内の観光情報センターに勤務する SLTPB の職員を 1 名増員する。

## 5-2 教訓

- (1) 4-2の(2)で述べたように、本プロジェクトの能力強化の手法は他の類似プロジェクトの参考となるものである。
- (2) 4-3の(1)で述べたように、観光分野の協力に関して当初カウンターパートが明確に特定されていなかったため、活動開始まで時間がかかった。一般的に技術協力プロジェクトではプロジェクト開始時にカウンターパートが特定されていることが望ましいが、そうでない場合は、カウンターパート特定に要する期間を考慮して実施期間を設定する必要がある。
- (3) 4-3の(2)で述べたように、博物館の職員が計画通り配置されなかったことがプロジェクトの効率性に支障を来した。一般的にスリランカでは新しい人員枠が承認されるのに2~3年を要することが多いが、本プロジェクトの場合、特に内戦の激化による観光収入の減少により、CCFの財政状況が最近まで非常に厳しいものであったことが、人員枠の確保や職員の配置を遅らせる原因となった。このようなことから、新設の組織を対象に能力強化・技術協力を実施する際には、相手国における人員枠の承認や人員配置のプロセス、予算確保の仕組み、カウンターパート機関の財政状況などをプロジェクト開始前に確認し、プロジェクトの開始時期や専門家の投入計画を注意深く策定する必要がある。
- (4) 複数のスキームによる協力を実施する際には、全体を調整する人材や機関を設置することが望ましい。また、2KR見返り資金との複合スキームによる協力を実施する際は、2KRを実施する先方政府実施機関の能力を検討したうえで、プロジェクトを実施することが望ましい。



## 付 属 資 料

終了時評価英文報告書





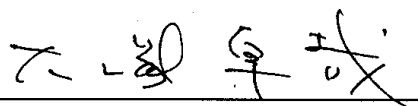
MINUTES OF MEETING  
BETWEEN JICA TERMINAL EVALUATION TEAM  
AND  
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA  
ON  
THE JAPANESE TECHNICAL COOPERATION FOR PROJECT FOR THE  
DEVELOPMENT OF CULTURE-ORIENTED TOURISM IN SIGIRIYA

Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Terminal Evaluation Team (hereinafter referred to as "the Team") headed by Mr. Takuya Otsuka to conduct an evaluation study from September 6<sup>th</sup> to 17<sup>th</sup> for the purpose of the Terminal Evaluation of project for the development of culture-oriented tourism in Sigiriya (hereinafter referred to as "the Project").

During its stay in Sri Lanka, the Team had a series of discussion with the Sri Lankan authorities concerned, evaluated the achievements of the Project, and exchanged views of the Project.

As a result of the discussions, both sides came to an agreement regarding the evaluation results including recommendations in the document attached hereto.

21<sup>st</sup> September 2010, Colombo



Mr. Takuya Otsuka  
Leader/ Terminal Evaluation Team  
Japan International Cooperation Agency



Mr. Wimal Rubasinghe  
Secretary  
Ministry of National Heritage and Cultural Affairs



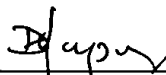
Mr. S.S. Hetiarachchi  
Director General (Tourism/ Investment)  
Ministry of Economic Development



Mr. W. Kodithuwakku  
Director General (Acting)  
Central Cultural Fund



Mr. M.B. Kiriella  
Managing Director (Acting)  
Sri Lanka Tourism Promotion Bureau



Ms. C. Hapugoda  
Director/ Japan Division  
Department of External Resources  
Ministry of Finance and Planning

## ATTACHED DOCUMENT

### 1. Recognition of the terminal evaluation report

Both sides recognized the terminal evaluation report (hereinafter mentioned as “the report”) was proper, and accepted the recommendations mentioned in the report.

### 2. Recommendation

The following issues were recommended in the report.

#### Recommendations to MNHCA and CCF Head office

- (1) Appoint full-time officers to the approved 5 cadre positions urgently.
- (2) Always keep the Museum functioning during the opening hours. (No blackout, set up realistic opening hours)
- (3) Hold monthly meetings with museum officers for effective progress monitoring and problem solving.
- (4) Open the café and improve cubicles by the end of the Project.
- (5) Introduce a ticket of the Museum so that those who do not wish to purchase site ticket can visit the Museum.
- (6) Directing the visitors to the Museum more effectively. Improve access roads to the Museum. Set up a sign board at the entrance of the building, as well as signs along the path.
- (7) Positively consider to have a Director-museums in CCF or a post having equivalent responsibility.

#### Recommendations to CCF Sigiriya Heritage Site

- (1) Make sure of the participation of the key officers of CCF Sigiriya at the monthly Museum meeting with the Project Manager of CCF Sigiriya.
- (2) Directing the visitors to the Museum more effectively. Improve access roads to the Museum. Set up a sign board at the entrance of the building, as well as signs along the path.
- (3) Submit the monthly reports to JICA Sri Lanka office even after the Project.

#### Recommendations to MED and SLTPB

- (1) Introduce a regional-level system to support ADSTP by appointing a full-time officer for ADSTP under MED, who is going to work especially for its administration, coordination and marketing and to be trained and guided by SLTPB.
- (2) Facilitate implementation of the prioritized projects in the “Tourism Promotion and Marketing Plan for Dambulla DS area” by coordinating ADSTP and TRIP.
- (3) Appoint the second information officer of SLTPB to the Information Centre of the Museum urgently.

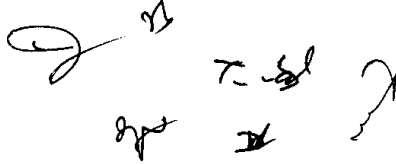
Handwritten signatures and initials are present at the bottom right of the page, including a large signature and several smaller initials.

### 3. Termination of the Project

Both side confirmed that the Project will be finished December 2010.

Attached Document:

Report on Terminal Evaluation

Handwritten signatures and initials in black ink. On the left, a large, stylized signature. To its right, a smaller signature with the initials 'T. S.' above it. Below these, there are several smaller, less legible initials and marks.

**Report**  
**on**  
**Terminal Evaluation**  
**for**  
**Project for the**  
**Development of Culture-Oriented Tourism in Sigiriya,**  
**Sri Lanka**  
**(COTS)**

**Terminal Evaluation Team**

**JICA**

**September 17, 2010**

*Handwritten signatures and initials:*  
A signature that appears to be "T. S. S." with a flourish.  
A signature that appears to be "D." with a flourish.  
A signature that appears to be "S." with a flourish.  
A signature that appears to be "B." with a flourish.  
A small number "1" is written in the center.

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## List of Abbreviations and Acronyms

ADSTP	Association for Dambulla and Sigiriya Tourism Promotion
CCF	Central Cultural Fund
COTS	Project for the Development of Culture-Oriented Tourism in Sigiriya
DS	Divisional Secretary
GOSL	Government of Sri Lanka
JICA	Japan International Cooperation Agency
JOCV	Japan Overseas Cooperation Volunteer
MNHCA	Ministry of National Heritage and Cultural Affairs
MED	Ministry of Economic Development
ODA	Official Development Assistance
PDM	Project Design Matrix
SLTPB	Sri Lanka Tourism Promotion Bureau
TRIP	Tourism Resources Improvement Project

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# 1. Introduction

## 1.1. Objectives of the Terminal Evaluation

Objectives of the Terminal Evaluation were as follows:

- (1) Find out outputs and impacts of the project created so far, and clarify issues and problems, if any.
- (2) Study planned and actual inputs, activities and implementation process of the Project.
- (3) Find out whether the project is likely to achieve the project purpose with the viewpoints of the five evaluation criteria.
- (4) Discuss necessary actions to be taken during the rest of the period of cooperation and after the termination of the Project.
- (5) Give recommendations and suggestions to improve the Project.
- (6) Identify lessons learnt from the Project, which will be utilized to other similar projects.

## 1.2. Members of the Terminal Evaluation Team

Members of the Terminal Evaluation Team were as follows:

- (1) Mr. Takuya Otsuka, Deputy Director General, JICA Sri Lanka Office
- (2) Ms. Miho Ishida, Private Sector Development Group, Industrial Development Department
- (3) Mr. Akihide Takeo, Representative, JICA Sri Lanka Office
- (4) Ms. Tomoko Tamura, Consultant, Kaihatsu Management Consulting, Inc.

## 1.3. Schedule of the Terminal Evaluation

Schedule of the Terminal Evaluation was as per the following table.

**Table 1 : Schedule of the Terminal Evaluation**

date		Schedule
6-Sep	Mon	Discussion at JICA Kick-off meeting with MNHCA, CCF, SLTPB & MED
7	Tue	Leave for Sigiriya Interview with JICA experts/JOCV/SV
8	Wed	Interview with Museum officers Interview with DS officers
9	Thu	Interview with ADSTP members
10	Fri	Interview with SLTPB/TRIP/MED Discussion at JICA

Handwritten signatures and initials are present below the table, including a large signature on the right and initials like '1', 'FA', and 'R' on the left.

11	Sat	Discussion with JICA Experts
12	Sun	Discussion with PM Site visit, leave for Colombo
13	Mon	Discussion with CCF and MNHCA Discussion with SLTPB
14	Tue	Discussion with MED Drafting M/M and submission
15	Wed	JCC meeting Revisions to M/M
16	Thu	Improvements to M/M
17	Fri	Signing M/M, Report to JICA Office, EOJ and ERD

## 2. Outline of the Project

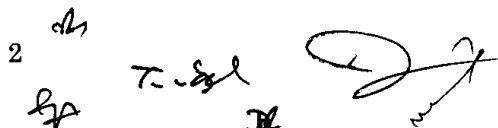
### 2.1. Background of the Project

The tourism sector in Sri Lanka ranks fourth in foreign trade earnings and has been targeted for development by its national ten-year development plan (*Mahinda Chintana*). The six UNESCO World Cultural Heritage Sites are particularly important among tourist attractions in Sri Lanka, and Sigiriya, located in the middle of the Cultural Triangle formed by the World Heritage cities of Kandy, Anuradhapura, and Polonnaruwa, is itself an important archaeological site that reached World Heritage status in 1982. Sigiriya is situated approximately 160 km from Colombo, in the Dambulla Divisional Secretariat, Matale District, and Central Province.

Sigiriya is an early archaeological example of urban, garden, and architectural planning in Asia. Its archaeological value, together with its protected natural setting and the marvel of seeing a palace perched on a 200 m rock outcrop, contribute to Sigiriya's high potential for tourism development. Despite its high potential, tourism in Sigiriya has been held back by issues to do with the quality and types of service offered. As a result, local residents receive few benefits from the tourists as most of them leave after paying a brief visit to the archaeological site.

The Japanese government wished to aid efforts of GOSL to promote tourism, and with the objective to increase foreign trade earnings, approved several projects in the Sigiriya area which together form an overall program: a yen loan project (Tourism Resources Improvement Project: TRIP) and two grant aid projects (a counterpart-fund for construction of Sigiriya Museum, and cultural grant aid for the supply of equipment).

To increase the effect of these projects under an overall program approach, an additional technical assistance project was suggested with the aim to make the new Sigiriya Museum a new

2  




tourist attraction within Sigiriya. The technical assistance project was to aim to develop the capabilities of the counterpart organization in the field of tourism development, develop the capabilities among counterpart personnel in the field of museum management, work towards the smooth opening and subsequent operation of the museum, and to organize a system for the promotion of tourism in the area. GOSL initially submitted a request for a technical assistance project to develop display and tourist information centre functions within Sigiriya Museum, naming CCF as its counterpart organization. This request was approved by the Japanese government in August 2006, and, following the preliminary study in October 2007, the Record of Discussions (R/D) and Minutes of Meeting (M/M) were signed in March 2008.

## **2.2. Summary of the Project**

### **Project Title**

Project for the Development of Culture-Oriented Tourism in Sigiriya

### **Project Duration**

From 1<sup>st</sup> of July, 2008 to 31<sup>st</sup> of December, 2010

### **Target Area**

Dambulla Divisional Secretariat Area

### **Target Group**

Staff of Museum, private and public sectors, international and domestic tourists, local community

### **Overall Goal**

Promotion of tourism in Sigiriya and Dambulla area

### **Project Purpose**

Synergetic enhancement\* of the museum activities and the tourism in the Sigiriya area

*\* Definition of Synergetic enhancement: The operation of Sigiriya Museum and the tourism promotion activities for Dambulla – Sigiriya are executed with a close coordination.*

### **Outputs**

- (1) Establishment and development of functions (Museum operation planning, display designing, facility management etc.) for the new museum
- (2) Providing information for visitors' demand about the Sigiriya area
- (3) ADSTP is established and the execution capacity by the association members is built.
- (4) Formulation of a proposal for tourism promotion and marketing plan for Sigiriya and Dambulla area

### 3. Study Methodologies of the Terminal Evaluation Team

The evaluation was conducted by collecting data and information through the followings methodologies:

- (1) Review of Project documents
- (2) Interviews/ discussions with Sri Lankan counterpart personnel in the Museum and ADSTP.
- (3) Interviews/ discussions with the officers of MNHCA, CCF, MED and SLTDB.
- (4) Interviews/ discussions with representatives of TRIP, ERD, Embassy of Japan in Sri Lanka.
- (5) Site visits

### 4. Project Performance and Implementation Process

#### 4.1. Inputs

##### 4.1.1. Japanese side

##### Human resources

The JICA Experts, were dispatched as planned and contributed to the effective implementation of the Project. (See ANNEX-1)

##### Training in Japan

Counterpart training in Japan was scheduled to be conducted in the 1<sup>st</sup> phase of the Project; however, delayed as the counterpart personnel was not assigned in time.

The first training was conducted from 9<sup>th</sup> to 30<sup>th</sup> of January, 2010. Three officers of the Museum, the Museum Keeper, Research Officer II (Exhibition) and Research Officer II (Public Coordination) participated in the training in Japan on Museum Techniques. The participants gained knowledge and experience in operation and management of the Museum, special exhibition and activities, method of exhibition, public coordination and others. The experience was shared by the participants to the staff of the Museum upon their return.

The second training was conducted from May 11 to 29, 2010. The Divisional Secretary of Dambulla, the then Project Manager of CCF Sigiriya World Heritage Site, officer-in-charge of Japan Market / Information Assistant of SLTPB participated in the training in Japan on Regional Tourism Development. The participants gained knowledge and experience on tourism promotion through private-public partnership, structure and activities of tourism associations in Japan, museum as a tourism resource and others. The participants practically experienced activity-based and cultural tourism by participating in rice-cake making, ceramic work, etc. The participants obtained various

ideas which could be adopted in Sigiriya-Dambulla. The experience was shared by the participants to ADSTP members upon their return.

(See ANNEX-5 for more details.)

### **Equipment**

All the equipment was purchased as planned. There are no particular issues regarding the quality and quantity of the equipment. However, some of the lab equipment has not been used yet as there is a delay in the installation of a water supply facility in the lab. (See ANNEX-3 for more details.)

### **4.1.2. Sri Lankan side**

#### **Assignment of counterpart personnel**

Currently, all the planned positions for the Museum, except for a marketing officer, have been filled. They are contributing to the effective implementation of the Project. However, the long delay in appointment of the Museum staff (approximately a 5-month delay) due to delays in construction and the handing over of the museum had a negative effect on the smooth implementation of the Project. (See ANNEX-2 for more details.)

#### **Financial input**

Tax and duties were paid by GOSL for the vehicle purchased by JICA and handed over to CCF. Other than that, there was no plan for and provision of any financial contribution by GOSL to the activities of the Project.

### **4.2. Activities implemented**

In the initial stage of the Project, the activities were delayed around five and a half months, due to the long delays in construction, handover, counterpart allocation and opening of the Museum. The Project planned to conduct a series of training activities for the staff of the Museum, before the opening of the Museum, using the Museum facilities and exhibitions; however, such training could not be conducted at all due to the above-mentioned delays.

Currently, all the activities are in progress or completed as planned and on schedule, despite the above mentioned delays. Several more activities are planned to be done during the rest of the Project period to ensure effectiveness and sustainability. (See ANNEX-6 for more details.)

### **4.3. Achievement of the Outputs**

Output 1 is being produced almost satisfactory although some tasks need to be completed urgently by the efforts of the Sri Lankan counterparts. Output 2 is also being produced satisfactory. Some more

work is planned to be conducted for further improvement. Output 3, too, is being produced satisfactory. Some more events will be implemented during the rest of the Project period. Output 4 is being produced on schedule and will be completed by the end of the Project. The summary of the achievement of the Outputs is given below. (See ANNEX-7 for more details.)

**Output 1: Establishment and development of functions for the new museum**

The expected output is being produced as planned albeit with the delay in museum construction and appointment of staff. The functions of the Museum has been developed and almost established. Overall, museum officers are confident of their capabilities and thus are willing to learn, after experiencing one year of operation. Several more works should be urgently implemented during the remaining Project period, which are described in the following table. See the following table for the level of achievement of the planned target measured by indicators.

Indicators	Level of achievement																														
1. Operational Management Plan for the Museum is approved and utilized by CCF.	<p>Operation and management of the Museum has been improved greatly. However, communication between the Museum officers and key officers of the CCF Sigiriya Project and CCF head office is still limited. Further improvements of the operation and management of the Museum will be needed, by realizing the following:</p> <ul style="list-style-type: none"> <li>➤ Appointment of full-time officers</li> <li>➤ Improvement of communication between the Museum officers and CCF head office and key officers of CCF Sigiriya Heritage Site by having proposed monthly meetings</li> <li>➤ Improvement in maintenance of fuel stock for generator and setting up realistic opening hours, to prevent the visitors from being disappointed.</li> <li>➤ Introducing a ticket to the Museum for those do not wish to purchase Site ticket.</li> </ul>																														
2. Full-time staff are assigned and working in the museum.	There are no full-time officers to the Museum, yet. All the officers have double duty in Museum as well as Sigiriya Heritage site. Five cadre positions in Museum were approved; however, appointment has not been made due to the delay in holding the examination. Appointment of full-time officers is urgently needed.																														
3. Special exhibitions are conducted and changed twice a year.	<p>During the last one year, three special exhibitions were conducted successfully. Two more special exhibits are in preparation. The Project has exceeded the expected achievement target.</p> <table border="1"> <thead> <tr> <th></th> <th>Special Exhibit Title</th> <th>Period</th> <th>Location</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>"1<sup>st</sup> Special Exhibit of Opening Ceremony"</td> <td>Sep 2009 - May 2010</td> <td>Exit Lobby, then Visitor Orientation Lobby</td> <td>Panel exhibit (photo exhibit)</td> </tr> <tr> <td>2</td> <td>"Traditional Traps"</td> <td>Mar 2010 - Sep 2010?</td> <td>Exit Lobby</td> <td>Object exhibit (miniatures)</td> </tr> <tr> <td>3</td> <td>"Mirror Wall Today"</td> <td>Mar 2010 - indefinite</td> <td>Exit Lobby</td> <td>Hands-on exhibit</td> </tr> <tr> <td>4</td> <td>"Sigiriya through Children's Eyes"</td> <td>July 2010 - Dec 2010?</td> <td>Visitor Orientation Lobby</td> <td>Panel exhibit, multi-element</td> </tr> <tr> <td>5</td> <td>"Traditional Household Objects"</td> <td>Sep 2010? -</td> <td>Exhibition Lobby</td> <td>Object exhibit</td> </tr> </tbody> </table>		Special Exhibit Title	Period	Location	Type	1	"1 <sup>st</sup> Special Exhibit of Opening Ceremony"	Sep 2009 - May 2010	Exit Lobby, then Visitor Orientation Lobby	Panel exhibit (photo exhibit)	2	"Traditional Traps"	Mar 2010 - Sep 2010?	Exit Lobby	Object exhibit (miniatures)	3	"Mirror Wall Today"	Mar 2010 - indefinite	Exit Lobby	Hands-on exhibit	4	"Sigiriya through Children's Eyes"	July 2010 - Dec 2010?	Visitor Orientation Lobby	Panel exhibit, multi-element	5	"Traditional Household Objects"	Sep 2010? -	Exhibition Lobby	Object exhibit
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4. Special lectures or events open to visitors/ tourists	The following special lectures and events were conducted open to visitors/ tourists to date, The number is 16 in total and 1.3 per month on average.																														

<p>are conducted more than once a month.</p>	<p>In outdoor theatre:</p> <ul style="list-style-type: none"> <li>- a cultural show (August 2009), open to the public</li> <li>- traditional dancing competition (November 2009, February 2010), open to the public</li> </ul> <p>In museum (mostly Audiovisual Room)</p> <ul style="list-style-type: none"> <li>- 2 training workshops offered to outside groups</li> <li>- 8 special group tours with advance reservation (lecture if notified early, video showing if same day)</li> <li>- 3 in a series of monthly special lectures, with invited guest speaker and invited outside attendees</li> </ul> <p>The Project has exceeded the expected achievement target so far.</p>																																																	
<p>5. The Museum staff gains more than 80% of the skills and knowledge, which were identified as training requirement.</p>	<p>The result of self-evaluation reveals that the Museum officers felt they understand and are comfortable with their museum tasks, scoring in overall average 94% by the end of the 2<sup>nd</sup> year. The JICA experts scored their understanding at 66% in average. Skills and knowledge regarding facility maintenance was especially judged to be low. The indicator has been met in average at this point of time, although skills and knowledge on facility maintenance should be improved.</p> <p style="text-align: center;">Average score of All staff members (except those two officers joined in May 2010)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Result of Self-Evaluation by Skill Categories June-10</th> <th colspan="2">Evaluation by COTS (Averg) September-10</th> </tr> <tr> <th>Score</th> <th>Percentage</th> <th>Score</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Visitor Control (Q1-7)</td> <td>4.61</td> <td>92%</td> <td>3.55</td> <td>71%</td> </tr> <tr> <td>Visitor Assistant (Q8-17)</td> <td>4.64</td> <td>93%</td> <td>3.38</td> <td>68%</td> </tr> <tr> <td rowspan="2">Exhibition* 1) (Q18-21) (Q18-27)</td> <td>3.90</td> <td>78%</td> <td>4.08</td> <td>82%</td> </tr> <tr> <td>2) (Q22-27)</td> <td>4.79</td> <td>96%</td> <td>3.03</td> <td>61%</td> </tr> <tr> <td>Facility Maintenance (Q 28-30)</td> <td>4.58</td> <td>92%</td> <td>2.60</td> <td>52%</td> </tr> <tr> <td>Organizational Attitude (Q 34-41)</td> <td>4.81</td> <td>96%</td> <td>3.69</td> <td>74%</td> </tr> <tr> <td>Archiving (Q 31-33)</td> <td>4.83</td> <td>97%</td> <td>3.00</td> <td>60%</td> </tr> <tr> <td>Average of Average Scores</td> <td>4.72</td> <td>94%</td> <td>3.29</td> <td>66%</td> </tr> </tbody> </table>		Result of Self-Evaluation by Skill Categories June-10		Evaluation by COTS (Averg) September-10		Score	Percentage	Score	Percentage	Visitor Control (Q1-7)	4.61	92%	3.55	71%	Visitor Assistant (Q8-17)	4.64	93%	3.38	68%	Exhibition* 1) (Q18-21) (Q18-27)	3.90	78%	4.08	82%	2) (Q22-27)	4.79	96%	3.03	61%	Facility Maintenance (Q 28-30)	4.58	92%	2.60	52%	Organizational Attitude (Q 34-41)	4.81	96%	3.69	74%	Archiving (Q 31-33)	4.83	97%	3.00	60%	Average of Average Scores	4.72	94%	3.29	66%
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<p>6. The Museum is not closed irregularly without informing public of it in advance.</p>	<ul style="list-style-type: none"> <li>-The Museum was never closed completely when it should have been open.</li> <li>-However, there were days and sometimes weeks when the Museum was practically closed because of the (i) blackout (due to no fuel for generator. No A/C, no light, no toilets), (ii) permanent gallery and/or visitor orientation lobby was closed (due to repair/maintenance of A/C and other equipment) and (iii) no 3D film (as the project was broken).</li> <li>-Visitors visiting late afternoon were greeted by an empty museum, as staff and officers must leave to catch public transportation.</li> <li>-Currently, those who do not have a ticket for Heritage Site cannot enter the Museum. There is no exception for the handicapped, elders, or those who wish to see only the special exhibition.</li> </ul>																																																	

**Output 2: Providing information for visitors' demand about the Sigiriya area**

The expected output is being produced, despite the delay in construction of the Information Centre and late appointment of the Information Officers. At the moment, the Information Centre and website of ADSTP provide various kinds of information, such as local attractions, other archaeological sites in the area, guest houses, restaurants, shops and others. The ADSTP website has received over 7,000 visitors from 50 countries. The most popular map has been downloaded over 240 times as of August 2010. Monthly visitor survey shows that around 98% of the visitors were satisfied with the

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information provided at the Information Centre. The Project plans to provide more training to the Information Officers and will improve displays at the Centre. However, it is urgent for the SLTPB to appoint the second information officer to the Information Centre to cater the visitors' needs more without interruption. See the following table for the level of achievement of the planned target:

Indicators	Level of achievement
The number of access to the website of the Museum is increased twofold, from 1 month after site uploading to 1 year after site uploading.	-Number of visitors to the museum website has been consistently around 300 per month, and to date more than 4,000 visitors have been exposed to the information about the Museum. -The indicator has been met, because the number of visitors for June 2010 (192) is more than twice that of June 2009 (64).
Tourist Information Centre is established.	-At the moment, information officers of SLTPB and CCF are working in the Centre. The Centre provides useful information to the visitors as mentioned in the following column. The SLTPB officer conducts the monthly museum visitor survey and updates the ADSTP website. -The basic functions of the Information Centre has been developed and almost established. Further improvement of the skills and knowledge of the information officers on information management will be conducted to ensure sustainability.
Information materials are displayed and distributed.	-Various kinds of materials are available for display, distribution and perusal at the Information Centre. They are, for example, Sigiriya Museum pamphlet, COTS newsletters, COTS Sigiriya area map, pamphlets from SLTPB, database on accommodation, restaurants and shops, GIS maps, hand-made map of the area, posters from the Museum and elsewhere, and information on upcoming events. -The ADSTP website has received over 7,000 visitors from 50 countries since opening in November 2009. The most popular map has been downloaded over 240 times as of August 2010. -The result of the monthly visitor survey shows that around 98% of the visitors were satisfied with the information provided at the Information Centre. -Method of information display at the Information Centre will be improved will be implemented in Sep-Oct. 2010.

**Output 3: ADSTP is established and the execution capacity by the association members is built**

The expected output is being produced on schedule. All the planned activities were implemented as planned, and some were implemented to levels exceeding expectations, despite the fact that there was only around one year period for implementation. It is noteworthy that ADSTP has been successfully establishing itself as the first regional association in Sri Lanka to promote tourism through private and public partnership. See the following table for the level of achievement of the planned target measured by indicators.

Indicators	Level of achievement
1. ADSTP is officially registered.	ADSTP was formed in March 2009 and was officially registered in August 2010. An information office of ADSTP was established within Dambulla DS's premises. ADSTP's website, brochure and logo were produced and adopted.

2. ADSTP's activity plans for 2010 and 2011 are formulated.	ADSTP's Annual Plan 2010 was formulated in January 2010 and is under implementation. A draft of its Annual plan 2011 has been formulated and is to be finalized by Dec. 2010.
3. Pilot projects for capacity development of ADSTP are implemented.	<p>-The following five pilot projects were planned and implemented by ADSTP to date:</p> <ul style="list-style-type: none"> <li>➤ Setting up of ADSTP Office in Dambulla DS premises</li> <li>➤ Preparation of tourism promotion video for Dambulla-Sigiriya area</li> <li>➤ Preparation of tourist map</li> <li>➤ Cultural event for tourists (traditional dance competition)</li> <li>➤ School trip program</li> </ul> <p>-In addition to the above-mentioned pilot projects, ADSTP implemented a New Year Festival in April 2010 successfully.</p> <p>-ADSTP is planning to implement model tours for teachers and parents to promote school trip programme and hold another cultural show by the end of the Project.</p>

**Output 4: Formulation of a proposal for tourism promotion and marketing plan for the Sigiriya and Dambulla area and utilization of the plan by ADSTP and relevant organizations**

A draft of the tourism promotion and marketing plan proposal was formulated as scheduled, and in a participatory manner. The proposal will be finalized at the ADSTP Committee Meeting and will be presented at the final seminar of COTS. See the following table for the level of achievement of the planned target, as measured by indicators.

Indicators	Level of achievement
1. The members of working groups and committee contribute in formulation of the plan through participation.	<p>The members of working groups and committee contributed in formulation of the plan in the following manner:</p> <ul style="list-style-type: none"> <li>➤ Participate in a series of meetings for Tourism Promotion and Marketing Planning (TPMP) and involved in the process of formulation of a proposal for tourism promotion and marketing.</li> <li>➤ Participate in a workshop held during the ADSTP Study Tour to Nuwara Eliya and played an active role in identification of potential tourism resources in Dambulla DS area.</li> <li>➤ Prepared project proposals for TPMP. A total of 11 projects were proposed by members.</li> </ul>
2. The proposal for tourism promotion and marketing for Sigiriya and Dambulla area is formulated and acknowledged by stakeholders.	<p>The activities under the indicator were planned and will be implemented during the last three months of the Project.</p> <p>(1) TPMP will be presented and finalized at ADSTP Committee Meeting in October or November 2010.</p> <p>(2) The finalized TPMP is schedule to be presented and explained at the final seminar of COTS in December 2010.</p>

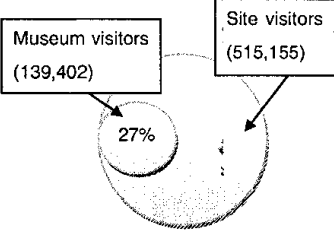
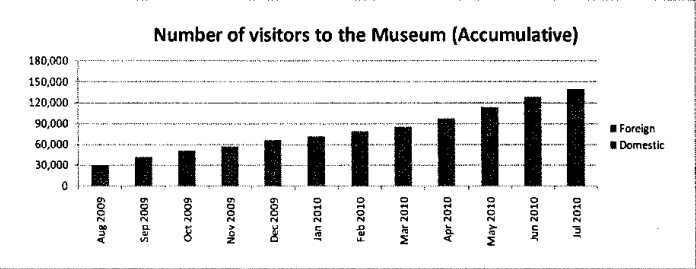
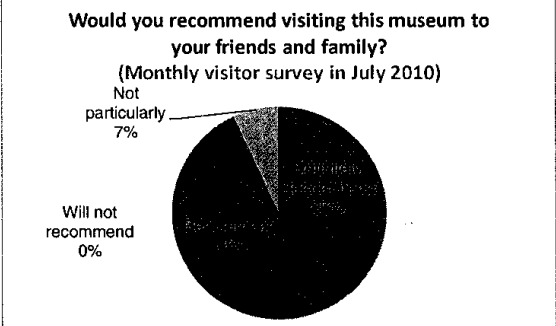
**4.4. Achievement of the Project Purpose**

The Project Purpose is being attained to a certain level. The operation of Sigiriya Museum and the tourism promotion activities for Dambulla-Sigiriya were executed with a close coordination to create synergetic effects. Museum provided high level of satisfaction to the visitors. Tourism Information Center at the Museum is providing various kinds of information to the visitors, which was collected and formulated by ADSTP. Joint-events of the Museum and ADSTP were implemented successfully.

However, it was regretful that the number of visitors to the Museum was less than expected. The above-mentioned synergetic effects could have been more remarkable, if the number of visitors to the

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Museum was greater, in a way that more people were satisfied, utilized the information centre and enjoyed the joint events. See the following table for the level of achievement of the planned target measured by indicators.

Indicators for Project Purpose	Level of achievement
<p>1. The number of visitors to the Sigiriya Museum is increased to 180,000 per year.</p>  <p>(Period: Aug. 2009 – July 2010)</p>	<p>Number of visitors to the Museum was planned as 180,000, however, it was actually 140,000 (78% vs. the target). Around 27% of the visitors to the Sigiriya Heritage site visited the Museum. The target would have been reached if actions to publicize the Museum, such as adequate sign boards and construction of an access road, were taken earlier.</p> 
<p>2. More than 70% of the visitors to the Museum are satisfied with the Museum.</p>	<p>According to the monthly visitor survey, around 90% of the visitors are consistently satisfied with the Museum, so that they would definitely recommend, or recommend the Museum to their friends and family. The indicator has been met so far, and will be checked again by conducting a questionnaire survey anonymously.</p>  <p>The President of Sri Lanka also appreciated the Museum during his visit it in August 2010.</p>
<p>3. Tourism Information Centre at the Museum makes public available more than two kinds of information collected by ADSTP.</p>	<p>Four data bases, many kinds of maps, information brochures and pamphlets and others are already available. The Project exceeded the expected achievement target already.</p>
<p>4. ADSTP and CCF carry out joint events more the two times in 2010.</p>	<p>ADSTP and CCF jointly carried out two cultural events, Traditional Dance Competition and a New Year Festival. Another joint event is also expected in 2010. The Project will exceed the expected achievement target in Dec.2010. SLTPB contributed greatly to the Festival to make is a success.</p>

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#### 4.5. Achievement of the Overall Goal

See the following table for the level of achievement of the Overall Goal measured by the indicators in the PDM:

Indicators for Overall Goal	Level of achievement
1. The number of visitors to the Sigiriya Heritage site is increased to 600,000 per year.	The following figure shows that the number of visitors to the Sigiriya Heritage site for the period of one year from August 2009 to July 2010 was around 500,000. The target would be reached in near future, because the number of visitors has been increasing after the improvement of the security situation of the country.
2. The satisfaction level of visitors to Sigiriya and Dambulla area is increased.	-The baseline survey conducted by COTS during the months of Dec. 2008 and Jan. 2009 shows the levels of satisfaction about the tourist services and facilitation in Sigiriya and Dambulla area. -The updated data on satisfaction level of visitors to Sigiriya and Dambulla is not available, as no study has been conducted after the above-mentioned survey. -The Museum and ADSTP are new, and there are other important factors to influence the satisfaction of the visitors, such as accommodation and food. Therefore, it is still difficult to predict the size of impact of these two components on the satisfaction level of visitors.
3. ADSTP carries out tourism promotion activities regularly by getting fund.	-At the moment, ADSTP is seeking a fund to carry out tourism promotion activities regularly by ways of collecting membership fees, financial supports from MED and SLTPB, and revenues from events and school trip programs. -It is still difficult to predict whether ADSTP will carry out tourism promotion activities regularly by getting fund. There are positive factors and concerns as mentioned in "4.5. Sustainability" in this report.

#### 4.6. Implementation Process

Team work and communication within the Project Team, including between the JICA Expert Team and Sri Lankan Counterpart personnel, has been maintained well. The Project Team monitors the progress of the activities through weekly meetings. The results of the weekly meetings are summarized in the Sigiriya Museum Monthly Reports. CCF and MNHCA have assisted the Project and supported the operation and maintenance of the Museum; however, it should be noted that a great deal of time is usually needed to solve problems. JCC meetings were held as planned; however the discussions were sometimes not very efficiently conducted, as the members are too varied and too many.

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## 5. Evaluation Results

The summary of the evaluation results are as follows. (See ANNEX-8 for more details.)

### 5.1. Relevance

The Project Purpose is consistent with the Sri Lankan development policy, Japanese ODA policy and Country Strategy of JICA. Tourism is one of the main sources of foreign exchange for Sri Lanka. Importance of "Regional tourism development with community participation" was talked about, however is relatively a new concept in Sri Lanka. There is no policy or strategy to support the concept, yet. There is no organization to be entrusted or undertaking the subject in divisional or district levels, unlike in Japan, where every city government has a tourism promotion section. The Project is a pioneer to explore the possibility of realizing the concept of regional tourism promotion with community participation and can be a role model to establish a structure to implement the concept nationwide. Taking these factors into consideration, the relevance of the Project remains high.

### 5.2. Effectiveness

As described in 4.4., synergetic enhancement of the Museum activities and the tourism in Sigiriya area is being realized, and the Project Purpose is being attained to a certain level; therefore, the effectiveness of the Project is high. However, the attainment level of the Project Purpose could have been higher if actions to increase the number of visitors to the Museum were taken more promptly.

### 5.3. Efficiency

As described in 4.3., the planned outputs are being produced successfully without delay. However, the delay of input from Sri Lankan side, such as delays in construction of the Museum, assignment of the Museum staff and budget allocation for operation and maintenance of the Museum, had given negative effects to the efficiency of the Project. Therefore, efficiency of the Project is moderate.

### 5.4. Impact

The Project will definitely give positive impact on promotion of tourism in Sigiriya and Dambulla area, as the Museum is an important value addition to the area and the events and production of ADSTP would give unforgettable memory to the tourists. There is a potential that other museums in Sri Lanka can learn from management and operation of the Museum. ADSTP can be a model for public-private partnership effort for regional tourism promotion, perhaps even nationwide. Taking these factors into consideration, the Project would give high impact to the tourism promotion in Sigiriya and Dambulla area in the future.

## 5.5. Sustainability

As mentioned above, the function of the Museum has been almost established and there are several positive aspects for its sustainability. However there are several concerns, too, mainly because a system to monitor the progress of the Museum regularly by its higher authorities has not yet been established. There is also a need to improve communication between CCF Sigiriya Heritage Site and Museum officers in order to further improve the system of operation and maintenance. Therefore, the sustainability of the effects of the Project to the Museum is medium-high.

ADSTP has achieved the target to a maximum extent within a short time. However, the sustainability of the effects of the Project on ADSTP is considered be low, mainly because it has not secured a fund for the future activities and a full-time staff, who is going to play a leading role after the Project.

### 5.5.1. Sustainability of the effects of the Project to the Museum

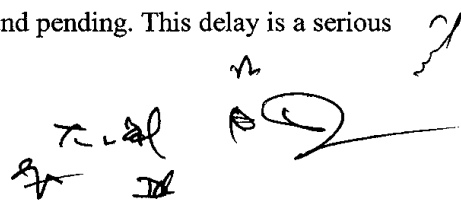
#### (1) Organizational Aspects

It is a step forward that five cadre positions for museum officers were approved in May 2010 (additionally, 3 cadre positions for conservators were approved). However, no full-time officers were appointed to the Museum yet due to the delay in examination and interviews. The present officers still juggle double duties. There are three main command lines in the organization of CCF, namely excavation, conservation and administration. However, there is no command line of museums although CCF has 11 museums to date. This structure gives several negative effects to the operation and management of the Museum.

Additionally, under the current system, the experience gained through working in museum jobs does not positively count to CCF officers' career, because currently these jobs exist outside of established lines of promotion. This makes it difficult to attract and retain high calibre personnel.

#### (2) Financial aspects

The financial sustainability is showing positive signs as the budget allocation for the Museum were approved for the year 2010. However, there are still several concerns. Utility payment and purchase of essential items for the Museum were always delaying and pending. This delay is a serious



concern considering the fact that a museum is a service-oriented place, which is constantly judged by a stream of incoming visitors on short visits, and thus needs to react quickly in order to maintain the visitors' satisfaction. Maintenance of the fuel for generator has been improved, however has not been stocked in appropriate amount yet; and therefore, there were frequent blackouts even recently. An additional concern is that, currently, the website of the Museum is funded by the JICA Expert Team.

(3) Technical aspects

Overall, museum officers are confident of their capabilities and thus are willing to learn, after experiencing one year of operation. However, management and operation of the Museum should be further improved by establishing functional and effective communication channels with the CCF head office and key officers in CCF Sigiriya Heritage Site.

**5.5.2. Sustainability of the effects of the Project on ADSTP**

(1) Organizational aspects

There are several positive aspects on the sustainability of ADSTP, for example, (a) ADSTP was registered and obtained a legal status, (b) The members of ADSTP had obtained experience, (c) team spirit was created among the members, (d) the key members of ADSTP recognized the importance of the association and are motivated to continue the activities, (e) the draft of Tourism Promotion and Marketing Plan was formulated and is to be finalized by the end of the Project, and (f) action plan of ADSTP for the year 2011 also will be formulated by the end of the Project. It is also a positive factor that MED is positively considering the way to support ADSTP by appointing an officer-in-charge of tourism to work in Dambulla DS.

However, there are several concerns, for example, (a) ADSTP has so far relied heavily on the leadership by officers of DS and SLTPB who has taken personal interest and spent much effort on tasks, (b) the higher authorities of DS and SLTPB, such as the District Secretariat and MED as well as senior officers of SLTPB are just increasing awareness about ADSTP, and (c) after the Project, there will be no full-time staff for ADSTP, unless some arrangement would be made urgently.

(2) Financial aspects

It was a positive step towards ADSTP's financial sustainability that the association hosted the New Year Festival in April 2010 without any financial assistance from JICA. MED is positive about funding ADSTP through TRIP. SLTDA/ SLTPB are going to undertake hosting and maintenance of the website of ADSTP. However, it is a concern that ADSTP has not yet secured fund to implement future activities, including initial investment for the planned activities, and recurring expenses for promotion of the products, administration and others.

(3) Technical aspects

It is a good opportunity for ADSTP that a JOCV working for the DS is willing to support marketing of

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ADSTP. However, in general, JICA experts of COTS have played a leading role in ADSTP and there was not enough time for the experts to transfer all the know-how to the members of the ADSTP during their limited time of assignment. It should be noted that the need to involve a SLTPB marketing officer in the process of Tourism Promotion and Marketing Plan formulation was recognized and included in the original Project plan, however, no one has been appointed.

## 6. Conclusion

The planned outputs of the Project are being produced and the Project Purpose is being attained to a certain level. Relevance, Effectiveness, and Impact of the Project are high, although Efficiency of the Project is moderate because of the delay of input from Sri Lankan side. Related Sri Lankan organizations such as MNHCA, CCF, MED and SLTPB are advised to execute Recommendations of the Terminal Evaluation in order to ensure the Sustainability of the Project.

## 7. Recommendations

### 7.1. Recommendations to MNHCA and CCF Head office

- (1) Appoint full-time officers to the approved 5 cadre positions urgently.
- (2) Always keep the Museum functioning during the opening hours. (No blackout, set up realistic opening hours)
- (3) Hold monthly meetings with museum officers for effective progress monitoring and problem solving.
- (4) Open the café and improve cubicles by the end of the Project.
- (5) Introduce a ticket of the Museum so that those who do not wish to purchase site ticket can visit the Museum.
- (6) Directing the visitors to the Museum more effectively. Improve access roads to the Museum. Set up a sign board at the entrance of the building, as well as signs along the path.
- (7) Positively consider to have a Director-museums in CCF or a post having equivalent responsibility.

### 7.2. Recommendations to CCF Sigiriya Heritage Site


- (1) Make sure of the participation of the key officers of CCF Sigiriya at the monthly Museum meeting with the Project Manager of CCF Sigiriya.
- (2) Directing the visitors to the Museum more effectively. Improve access roads to the Museum. Set up a sign board at the entrance of the building, as well as signs along the path.
- (3) Submit the monthly reports to JICA Sri Lanka office even after the Project.

### 7.3. Recommendations to MED and SLTPB

- (1) Introduce a regional-level system to support ADSTP by appointing a full-time officer for ADSTP under MED, who is going to work especially for its administration, coordination and marketing and to be trained and guided by SLTPB.
- (2) Facilitate implementation of the prioritized projects in the “Tourism Promotion and Marketing Plan for Dambulla DS area” by coordinating ADSTP and TRIP.
- (3) Appoint the second information officer of SLTPB to the Information Centre of the Museum urgently.

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## ANNEX 1 : Placement Record of JICA Experts

Name	Post	1 <sup>st</sup> year		2 <sup>nd</sup> Year		3 <sup>rd</sup> Year	Actual (As of 15 Sep)
		Plan	Actual	Plan	Actual	Plan	
Akira Doi	Chief Advisor	55	55	40	40	25	
Ken Kawasaki	Additional Chief Advisor/ Museum Operation and Management 2	150	150	90	90	30	0
Harunobu Kobiki	Museum Operation and Management 1	90	91	30	30	40	15
Yoshiko Abe	Museum Techniques/ Audiovisual	200	206	155	156	84	23
Hirofumi Nagakane	Display Techniques	15	23	45	45	25	4
Chiaki Nishi	Staff Training/ Local Involvement	120	178	95	95	30	0
Keiko Kani	Information Centre	90	91	50	50	30	8
Go Kimura	Tourism Promotion Planning 1	135	135	165	165	51	18
Masato Takamatsu / Go Kimura	Tourism Promotion Planning 2	27	27	0	0	0	
Megumi Takahashi	Pilot Project Support 1	30	17	180	181	45	0
Akiko Kishi	Pilot Project Support 2	30	43	0	0	0	0
Assignment in Japan		189	189	15	15	0	0
Total		1131	1205	865	867	360	68

Note: Additional assignment of 72 days became necessary for the 1st year. 33 days were spent for training of which schedule had to be re-arranged due to the delay of opening of the Museum and appointment of the counterpart personnel. 37 days were spent for project co-ordination work. 2 days each were spent for adjustments for the flight schedules in the 1st year and the 2nd year. Kokusai Kogyo Co., with the consent of JICA, contributed their won fund for the additional assignment.

## ANNEX 2 : Placement Record of Sri Lankan Counterparts

Designation	Name	2008												2009												2010											
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep									
Designation		officially appointed to double as the Museum staff by the Head Office																																			
CCF Designation		existing as CCF-Sigiriya world heritage site staff																																			
Post originally proposed by COTS		appointed by CCF-Sigiriya to conduct Museum duties in addition to site works																																			
(if different from above)		} Only apply to CCF-Sigiriya staff																																			
Project Manager	Sumedha Kamarathne	1年次												1年次												2年次											
Project Manager	Wajira Fernandez																									3年次											
Museum Keeper	Kusumsiri Kodituwakku																																				
Museum Officer in Charge																																					
Research Officer (Exhibition)	U. G. Chandralatha*																																				
Museum Exhibition Manager	(no double duty)																																				
Research Officer (Public Coordination)	Chandana Weerasena																																				
Public Coordination Manager																																					
Marketing Officer																																					
Archiving	Sumithra Basnayake																																				
Maintenance Officer (Civil/Electricity)	Dayananda Kasthuri																																				
Maintenance officer (Civil)																																					
Electrician	Lesly Bernard																																				
Maintenance Officer																																					
Garden Curator	Sajiya Wijesuriya																																				
AV Operator	(Chandana to be trained)																																				
	Niel Priyanatha (Security O.I.C cum)																																				
Information/ Public Officer	Samantha Wijesinghe																																				
	Sumedha Kodagoda																																				
Receptionist	Nadeeka Manawejeri																																				
	Anoma Herath																																				
	Sumedha Kodagoda																																				
Security Officer	Channa Ambagaspiya																																				
Conservator (Artefact)	Menaka Rodrigo (In charge of Lab.)																																				
Computer Operator	Priyantha Nandasiri																																				
Trainee	Tharanga Sandaruvan Bandara																																				
Computer Operator 2																																					
Artefact Maintenance labourer	(4)																																				
	(5 to 10)																																				
Museum Guides																																					
Gallery Attendant	(8 → 12 attendants)																																				
Garden Labourer	(10 = Museum duty only)																																				
Sanitary Labourer	(7 = together with Site duties)																																				
Cleaning	(10 = Museum duty only)																																				
Book Shop staff	2 → 4 staffs																																				
Research Officer-III	Thilak Sendanayaka																																				
Research Officer-III	K.G.K. Karunaratna																																				
Graduate Trainee	Rashika Jayalath																																				
SLTPB Information Officer	Chandani Herath																																				
SLTPB Marketing Officer																																					



### ANNEX 3 Equipment Provided by JICA

#### 1. Equipment provided to CCF Sigririya for Sigririya Museum

Location	Item	Quantity	Handed over to	Make	Model	Status	Cost	Local Dealer	Acquire Date
Items below are provided to CCF and installed in Sigririya Museum (see Location column)									
Museum	Van, 15 seater, white, 3.0L diesel	1	CCF Sigririya	Nissan	Nissan Urban, Vehicle No. NA-7255	Used Daily		AMW	
Photo	Camera, digital, reflex, w/ lens and accessories	1	CCF Sigririya	Olympus	E420	Used Often	¥174,700	purchased in Japan	16 January 2009
Photo	Tripod w/ head piece	1	CCF Sigririya	SLIK	Pro 700 DX-III	Used Often	¥49,500	purchased in Japan	16 January 2009
Photo	Camera, digital, waterproof	1	CCF Sigririya	Olympus	µ1030SW	Used Often	¥40,500	purchased in Japan	16 January 2009
Office	Digital photocopier, laser	1	CCF Sigririya	Canon	image Runner 2018 N Multi Functional Digital Laser Copier/Printer	Used Daily	LKR 286,982.50	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Scanner, printer, fax and phone	1	CCF Sigririya	Canon	Image Class MF4150	Used Daily	LKR 83,375.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Printer, A3 color	1	CCF Sigririya	Canon	IX 400 Bubble Jet Printer	Used Daily	LKR 41,400.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Lab	Lamination machine	1	CCF Sigririya	Rexel	LP 25HS	Used Daily	LKR 39,100.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Desktop Computer (body, monitor, Acer 104 keyboard, Acer USB scroll mouse)	2	CCF Sigririya	Acer	Veriton M261	Used Daily	LKR 240,000 @ 120,000	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Uninterruptible power supply	2	CCF Sigririya	Defender	Power Centre 1KVA	Used Daily	LKR 18,515.00 @ 9,275.50	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Wireless LAN router and hub, 100m coverage	1	CCF Sigririya	TRENDnet	Wireless TEW-435BRM	Used Daily	LKR 184,000.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	ADSL modem router	1	CCF Sigririya	3COM	Netgear ADSL Modem with Router 3CRWDR200A-75	Used Daily	LKR 28,750.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	1TB External hard drive	1	CCF Sigririya	Western Digital	WD Elements	Used Daily	LKR 41,400.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	2GB USB drive	5	CCF Sigririya	Kingston	2GB	Used Daily	LKR 16,531.25 @ 3,306.25	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Laptop computer	1	CCF Sigririya	Acer	Extensa 5620-601G16Mh	Used Daily	LKR 140,000.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Software - Desktop publishing and web management (Adobe Creative Suite 3)	1	CCF Sigririya	Adobe	Creative Suite 3 Web Premium	Used Daily	LKR 379,500.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
ADSTP	Software - Database (FileMaker Pro 9)	1	CCF Sigririya	FileMaker	FileMaker Pro 9	Used Daily	LKR 57,500.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Software - Internet Security/Antivirus (Kaspersky)	3	CCF Sigririya	Kaspersky	Kaspersky 2009	Used Daily	LKR 8,625.00 @ 2,875.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Software - MS Office Professional	3	CCF Sigririya	Microsoft	Desktop - MS Windows XP Professional OEM License	Used Daily	LKR 224,240.00 @ 74,750.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
AV room	LCD projector, with 2 Additional bulbs	1	CCF Sigririya	Acer	Multimedia Projector PD 1166E	Initially used daily currently 1+/month	LKR 216,000.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Screen	1	CCF Sigririya	REDFEAF	Matte white tripod screen	Initially used daily currently 1+/month	LKR 6,600.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Lab	General purpose laboratory fume cupboard	1	CCF Sigririya	CHC Lab	CHC 101BN Fume Hood Features	Not in use	LKR 842,400.00	Analytical Instrument	13 March 2009
Lab	Drying Cabinet	1	CCF Sigririya	J.P. Selecta, Spain	Cat No : 20000381	Not in use	LKR 350,000.00	Analytical Instrument	13 March 2009

Location	Item	Quantity	Handed over to	Make	Model	Status	Cost	Local Dealer	Acquire Date
Items below are provided to CCF and installed in Sigritya Museum ( see Location column)									
Museum	Van, 15 seater, white, 3.0L diesel	1	CCF Sigritya	Nissan	Nissan Urban, Vehicle No. NA-7255	Used Daily		AMW	
Photo	Camera, digital, reflex, w/ lens and accessories	1	CCF Sigritya	Olympus	E420	Used Often	JPY ¥174,700	purchased in Japan	16 January 2009
Photo	Tripod w/ head piece	1	CCF Sigritya	SLIK	Pro 700 DX-III	Used Often	JPY ¥49,500	purchased in Japan	16 January 2009
Photo	Camera, digital, waterproof	1	CCF Sigritya	Olympus	µ1030SW	Used Often	JPY ¥40,500	purchased in Japan	16 January 2009
Office	Digital photocopier, laser	1	CCF Sigritya	Canon	image Runner 2018 N Multi Functional Digital Laser Copier/Printer	Used Daily	LKR 286,982.50	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Scanner, printer, fax and phone	1	CCF Sigritya	Canon	Image Class MF4150	Used Daily	LKR 83,375.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Printer, A3 color	1	CCF Sigritya	Canon	IX 400 Bubble Jet Printer	Used Daily	LKR 41,400.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Lab	Lamination machine	1	CCF Sigritya	Rexel	LP 25HS	Used Daily	LKR 39,100.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Desktop Computer (body, monitor, Acer 104 keyboard, Acer USB scroll mouse)	2	CCF Sigritya	Acer	Veriton M261	Used Daily	LKR 240,000 @ 120,000	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Uninterruptible power supply	2	CCF Sigritya	Defender	Power Centre 1KVA	Used Daily	LKR 18,515.00 @ 9,275.50	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Wireless LAN router and hub, 100m coverage	1	CCF Sigritya	TRENDnet	Wireless TEW-435BRM	Used Daily	LKR 184,000.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	ADSL modem router	1	CCF Sigritya	3COM	Netgear ADSL Modem with Router 3CRWDR200A-75	Used Daily	LKR 28,750.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	1TB External hard drive	1	CCF Sigritya	Western Digital	WD Elements	Used Daily	LKR 41,400.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	2GB USB drive	5	CCF Sigritya	Kingston	2GB	Used Daily	LKR 16,531.25 @ 3,306.25	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Laptop computer	1	CCF Sigritya	Acer	Extensa 5620-601G16Mn	Used Daily	LKR 140,000.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Software - Desktop publishing and web management (Adobe Creative Suite 3)	1	CCF Sigritya	Adobe	Creative Suite 3 Web Premium	Used Daily	LKR 379,500.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
ADSTP	Software - Database (FileMaker Pro 9)	1	CCF Sigritya	FileMaker	FileMaker Pro 9	Used Daily	LKR 57,500.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Software - Internet Security/Antivirus (Kaspersky)	3	CCF Sigritya	Kaspersky	Kaspersky 2009	Used Daily	LKR 8,625.00 @ 2,875.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Software - MS Office Professional	3	CCF Sigritya	Microsoft	Desktop - MS Windows XP Professional OEM License	Used Daily	LKR 224,240.00 @ 74,750.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
AV room	LCD projector, with 2 Additional bulbs	1	CCF Sigritya	Acer	Multimedia Projector PD 1166E	Initially used daily currently 1+/month	LKR 216,000.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Office	Screen	1	CCF Sigritya	REDLEAF	Matte white tripod screen	Initially used daily currently 1+/month	LKR 6,600.00	Metropolitan Computers (Pvt) Ltd	28 May 2009
Lab	General purpose laboratory fume cupboard	1	CCF Sigritya	CHC Lab	CHC 101BN Fume Hood Features	Not in use	LKR 842,400.00	Analytical Instrument	13 March 2009
Lab	Drying Cabinet	1	CCF Sigritya	J.P.Selecta, Spain	Cat No : 2000381	Not in use	LKR 350,000.00	Analytical Instrument	13 March 2009

2. Equipment provided to SLTPB for the use in Sigiriya Museum

Location	Item	Quantity	Handed over/ Items below are provided to SLTPB and installed in the Information Centre in Sigiriya Museum	Make	Model	Status	Cost	Local Dealer	Acquired Date
Info. Ctr	Cupboard	2	ARPICO	(Item Code) JPFCWSDC		used daily	LKR 7,860	Richard Pieris Distributors Ltd. Dambulla	22 May 2009
Office	Steel cabinet	1	ARPICO	(Item Code) LPFSRFC2DNT		used daily	LKR 9,380	Richard Pieris Distributors Ltd. Dambulla	22 May 2009
Office	Cabinet with drawers /Steel cabinet	2	ARPICO	(Item Code) LPFSRFC2DNT		used daily	LKR 9,380	Richard Pieris Distributors Ltd. Dambulla	26 May 2009
Info. Ctr	Chairs Note: exchanged with black chairs from CCE	2	ARPICO	(Item Code) LPFJTCHM, color red		used daily	LKR 4,175	Richard Pieris Distributors Ltd. Dambulla	22 May 2009
Info. Ctr	Laptop computer	1	Acer	Acer Extensa 4630Z-42G.32Mn		used daily	LKR 210,000	Metropolitan Computers (Pvt) Ltd.	28 May 2009
Office	Printer	1	Canon	Canon MP525 All-In-One		used daily	LKR 23,000	Metropolitan Computers (Pvt) Ltd.	28 May 2009

3. Equipment provided to ADSTP for the use in the ADSTP Office/ Information Centre within the DS-Dambulla office complex

Location	Item	Quantity	Handed over/ ADSTP	Make	Model	Status	Cost	Local Dealer	Date of Purchase
ADSTP	Desktop computer	1	ADSTP	Acer	Verion M265 (with keyboard)	used daily	LKR 135,000	Metropolitan Computers (Pvt) Ltd.	12 Nov. 2009
ADSTP	Printer	1	ADSTP	Canon	MP545 All in One Printer	used daily	LKR 38,480	Metropolitan Computers (Pvt) Ltd.	12 Nov. 2009
ADSTP	UPS	1	ADSTP	DGP	1.4KVA	used daily	LKR 22,920	Metropolitan Computers (Pvt) Ltd.	12 Nov. 2009
ADSTP	Facimile	1	ADSTP	Canon	JX210P Fax Machine	used daily	LKR 27,000	Metropolitan Computers (Pvt) Ltd.	12 Nov. 2009
ADSTP	Multimedia projector	1	ADSTP	Acer	Multimedia projector P 1161 A	used often	LKR 235,000	Metropolitan Computers (Pvt) Ltd.	12 Nov. 2009

#### ANNEX 4 : Local cost of the Project – Contribution of JICA

Item	1st Year	2nd Year*	Amount (Yen)
Employment of assistants	1,446,197	1,452,564	2,898,761
maintenance of equipment	0	28,548	28,548
consumables	1,116,515	1,080,435	2,196,950
travel cost	0	0	0
communication and transport	103,402	60,515	163,917
documentation	875,760	824,770	1,700,530
rental fees	1,914,885	1,254,838	3,169,723
utility cost	0	2,159	2,159
capacity development	2,520	72,780	75,300
maintenance of facility	24,570	209,545	234,115
training courses	67,006	241,296	308,302
Local Consultant contract	2,550,000	300,000	2,850,000
Construction of Office Facility	0	202,000	202,000
miscellouneous	249,480	0	249,480
<b>Total</b>	<b>8,350,335</b>	<b>5,729,450</b>	<b>14,079,785</b>
			14,079,785

\* The amount of the 2nd year expenditure is yet to be finalized.

## ANNEX 5 : List of the Participants to the Training in Japan

Name of the course: Museum Techniques

Duration: January 9 – 30, 2010

Participants:

	Name	Designation
1	Mr. K. A. Kusumsiri	Research Officer I /Arc. Chief Supervisor (Excavation), CCF
2	Mrs. Udagedara Chandralatha	Research Officer II (Exhibition), CCF
3	Mr. K. V. K. Chandana Weerasena Tennakon	Research Officer II (Public Coordination) / Chief Supervisor (Conservation), CCF

Name of the course: Regional Tourism Development

Duration: 11, May – 29 May, 2010

Participants:

	Name	Designation
1	Mrs. R.M.C.M. Herath	Divisional Secretary -Dambulla, Ministry of Public Administration and Home Affairs
2	Mr. K.M.S. Karunaratna	Project Manager, Sigiriya World Heritage Site, CCF
3	Mr. Ushan Chaminda Edirisinghe	Officer in charge of Japan Market / Information Assistant, SLTPB

ANNEX 6 : Progress of the Main Activities

September 10, 2010

		September 10, 2010	
No.	Main Activity	Progress up to the end of August 2010	Future plans
1	Assist the Museum		
1.1	Preparation and coordination of functions for the new Museum.	<p><b>1.1.1. Developing total coordination capacity</b> The activity is in progress as planned, and on schedule. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b></p> <p>(1) Management of Museum improved, by improving monthly reports content and reporting structure, and implementing weekly meetings for Museum staff, and gaining understanding of PDCA cycle. Head Office promised to be involved in the PDCA cycle, by receiving reports and calling meetings once/month.</p> <p>(2) Liaison and communication with other program components (Grant Aid, Construction, TRIP), as well as communication between Museum and upper level organizations (MNHCA, CCF Head Office), resulted in progress such as:</p> <ol style="list-style-type: none"> <li>Meeting with Ministry and CCF Head Office officers in June 2010 resulted in immediate action about the lack-of-funds problem. Museum was able to purchase certain amount of generator fuel and other daily maintenance items in August 2010.</li> <li>New orange signs for Museum were procured (April 2010). The ticket booth was moved to the front of the Museum in July-August 2010, after an awning was constructed against rain.</li> <li>Most problems with the museum building have been fixed. The elevator is working, and the building contractor fixed leaks etc. in March and June. Maintenance contracts for A/C, audiovisual equipment, etc. were renewed by CCF.</li> <li>Some work has started on the new approach road, which will include the Museum within the visitor path (August 2010).</li> </ol> <p>Other noteworthy progress to date include:</p> <ol style="list-style-type: none"> <li>CCF Sigiriya Office moved into the Museum building (November 2009), and finalized their room assignments (July-August 2010). Only storage items remain in the old building to date.</li> <li>New ticketing rules (entry with Site ticket only) are being enforced. Ticket stubs are collected and visitor numbers are tallied accurately.</li> <li>The Museum proposed to the Head Office to close the museum periodically for maintenance (instead of opening every day), and to have realistic opening hours (for commuting from remote areas). In April 2010 once-a-week closing and realistic work hours were approved.</li> </ol>	<p>Keep working towards establishing a realistic plan for an activity-based museum.</p> <ul style="list-style-type: none"> <li>Encourage management improvement and application of PDCA cycle, increased coordination between museum officers.</li> <li>Increase liaison and communication of museum side with tourism side of the Project and its stakeholders.</li> </ul> <p>Follow up on Museum issues with higher levels and related projects:</p> <ul style="list-style-type: none"> <li>Keep lobbying for fast appointment of cadre-obtained posts for museum officers, and improvement of temporary arrangements.</li> <li>Continue monitoring of issues regarding construction and Grant Aid.</li> <li>Encourage fast completion and use of café, and better use of cubicles.</li> <li>Encourage improvement in access road, signage, and related facilities, e.g. ticket booth and old office area.</li> </ul>

No.	Main Activity	Progress up to the end of August 2010	Future plans
	<p data-bbox="296 1626 320 1738">&lt;issues&gt;</p> <ul data-bbox="328 741 616 1715" style="list-style-type: none"> <li data-bbox="328 741 408 1715">• Nearly all key officers of CCF Head Office with which OMP was discussed have left office. The Director-General position was empty for 5 months. The Project Manager changed in August 2010.</li> <li data-bbox="408 741 472 1715">• All museum officers and staff are working on temporary orders. Although cadre has been obtained in early 2010, exams and appointment has not followed.</li> <li data-bbox="472 741 536 1715">• Staff members of the Museum are gradually getting a good understanding of the concept of the Museum, however they have room for more improvement.</li> <li data-bbox="536 741 616 1715">• Some basic museum policy in place to date contradicts the museum concepts of 'customer first' and 'activity-based museum attracting repeat visitors and prolonged stay'.</li> </ul> <ul data-bbox="616 741 871 1626" style="list-style-type: none"> <li data-bbox="616 741 695 1626">➢ For example, opening hours do not take into account the local commuting conditions both officers and staff, resulting in hours where the Museum is visibly understaffed and unwelcoming.</li> <li data-bbox="695 741 871 1626">➢ Despite the large amount of money and effort spent on making the building e.g. handicapped-friendly and a place of rest and leisure, current ticket policy allows single entry on a single day by site ticket holders only (this policy notably has a negative impact on the Information Centre, probably affects shops sales and café sales negatively, and discourages repeat visitors).</li> </ul> <ul data-bbox="871 741 935 1715" style="list-style-type: none"> <li data-bbox="871 741 935 1715">• Café is still not under operation, some cubicles remain closed, and thus the Museum looks unfinished and/or already broken down.</li> </ul> <p data-bbox="935 1312 959 1738">&lt;additional contribution/ activities&gt;</p> <ul data-bbox="967 741 1078 1715" style="list-style-type: none"> <li data-bbox="967 741 1078 1715">• The JICA Expert Team played an important role in overall Museum preparation and construction from the beginning of the Project. Recent contribution includes assistance in progress monitoring and communication regarding building repairs by the construction project, and repairs in Grant Aid equipment.</li> </ul> <p data-bbox="1078 1133 1102 1738"><b>1.1.2. Developing technical coordination capacity</b></p> <p data-bbox="1102 741 1190 1738">The activity is in progress as planned, and on schedule albeit with adjustments after the delay in museum construction and appointment of staff. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p data-bbox="1190 1592 1214 1738">&lt;progress&gt;</p> <p data-bbox="1222 1491 1246 1738">Permanent Exhibit</p> <ul data-bbox="1254 741 1334 1715" style="list-style-type: none"> <li data-bbox="1254 741 1334 1715">(1) Assistance in improving the permanent exhibit: a new set of labels were designed and displayed, taking into account visitor comments about font size etc. Addition of new exhibit items were discussed and tested.</li> </ul>	<p data-bbox="296 741 408 1738">Nearly all key officers of CCF Head Office with which OMP was discussed have left office. The Director-General position was empty for 5 months. The Project Manager changed in August 2010.</p> <p data-bbox="408 741 472 1738">All museum officers and staff are working on temporary orders. Although cadre has been obtained in early 2010, exams and appointment has not followed.</p> <p data-bbox="472 741 536 1738">Staff members of the Museum are gradually getting a good understanding of the concept of the Museum, however they have room for more improvement.</p> <p data-bbox="536 741 616 1738">Some basic museum policy in place to date contradicts the museum concepts of 'customer first' and 'activity-based museum attracting repeat visitors and prolonged stay'.</p> <p data-bbox="616 741 695 1738">For example, opening hours do not take into account the local commuting conditions both officers and staff, resulting in hours where the Museum is visibly understaffed and unwelcoming.</p> <p data-bbox="695 741 871 1738">Despite the large amount of money and effort spent on making the building e.g. handicapped-friendly and a place of rest and leisure, current ticket policy allows single entry on a single day by site ticket holders only (this policy notably has a negative impact on the Information Centre, probably affects shops sales and café sales negatively, and discourages repeat visitors).</p> <p data-bbox="871 741 935 1738">Café is still not under operation, some cubicles remain closed, and thus the Museum looks unfinished and/or already broken down.</p> <p data-bbox="935 1312 959 1738">&lt;additional contribution/ activities&gt;</p> <p data-bbox="967 741 1078 1738">The JICA Expert Team played an important role in overall Museum preparation and construction from the beginning of the Project. Recent contribution includes assistance in progress monitoring and communication regarding building repairs by the construction project, and repairs in Grant Aid equipment.</p> <p data-bbox="1078 1133 1102 1738"><b>1.1.2. Developing technical coordination capacity</b></p> <p data-bbox="1102 741 1190 1738">The activity is in progress as planned, and on schedule albeit with adjustments after the delay in museum construction and appointment of staff. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p data-bbox="1190 1592 1214 1738">&lt;progress&gt;</p> <p data-bbox="1222 1491 1246 1738">Permanent Exhibit</p> <ul data-bbox="1254 741 1334 1715" style="list-style-type: none"> <li data-bbox="1254 741 1334 1715">(1) Assistance in improving the permanent exhibit: a new set of labels were designed and displayed, taking into account visitor comments about font size etc. Addition of new exhibit items were discussed and tested.</li> </ul>	<p data-bbox="1110 248 1158 707">Continue the following activities to ensure more effectiveness and sustainability:</p> <ul data-bbox="1158 237 1334 707" style="list-style-type: none"> <li data-bbox="1158 237 1254 707">(1) Improve the exhibition and other content of the museum, how to deliver information, how to maintain an interesting and changing museum.</li> <li data-bbox="1254 237 1334 707">(2) Have signs in three languages to improve visitor experience by reducing</li> </ul>

No.	Main Activity	Progress up to the end of August 2010	Future plans
		<p>(2) Assistance in maintaining Grant Aid equipment: Museum staff were encouraged to take charge of simpler maintenance (e.g. changing dust filters and bulbs). Contacted Grant Aid technicians and fixed minor problems identified during use (e.g. display case lock, malfunctioning lights in the map panel), advised the course of action for larger issues (e.g. the fresco gallery stains).</p> <p><u>Activities related to special exhibits and visitor activities</u></p> <p>(3) Staff training by planning and implementation of special exhibits. Implementation included gathering information (including liaising with outside institutions), layout and printing, installation of the display, arranging a small opening ceremony, and maintenance during the exhibit period.</p> <p>(4) Staff training of hands-on activity planning, maintenance, and upgrade through Mirror Wall Today exhibit.</p> <p>(5) Designing, procuring, and utilizing multi-purpose exhibition hardware. Concrete benches procured for special exhibit also double as resting area furniture around the museum.</p> <p>(6) Conservation lab is observable to museum visitors daily and workshops for university students using lab equipment have been held.</p> <p><u>Museum overall</u></p> <p>(7) Making a self-guide book in several languages is under progress.</p> <p>(8) Use and maintenance of temporary signs indicating electrical outage, routes, etc., preparation (layout, translation) and management (putting them up and taking them down in a timely manner, for visitor satisfaction).</p> <p>(9) Placement of crowd control hardware (belt reel partitions, boards) to reduce visitor confusion about the route.</p> <p><u>Training in Japan</u></p> <p>(10) Three trainees learned about various museum types, their activities and exhibit setup, their organization, etc., and how they attract visitors. They also learned about tourism and visitor service.</p> <p>(11) The trainees conducted a seminar at CCF Sigiriya to disseminate their training.</p> <p><b>&lt;issues&gt;</b></p> <ul style="list-style-type: none"> <li>▪ Some project-provided lab equipment still cannot be utilized, as it awaits water supply/discharge system. A/C to protect artefacts from humidity is not installed.</li> <li>▪ Many temporary signs (see (8)) are in two languages only; permanent signs are needed in some areas; timing and assignment of persons to put out temporary signs can be improved.</li> </ul> <p><b>&lt;additional contribution/ activities&gt;</b></p> <ul style="list-style-type: none"> <li>• Design of entrance sign for museum building, and other designs and diagrams in response to counterpart suggestions.</li> </ul>	<p>confusing aspects of museum.</p> <p>(3) Conduct seminar for wider CCF audience to spread the results of Japan training even farther.</p> <p>(4) Lobby for sink and A/C in Conservation Lab, so that equipment provided can be used fully.</p>



No.	Main Activity	Progress up to the end of August 2010	Future plans
		<ul style="list-style-type: none"> <li>• Production of information materials for publicity, and instructing their strategic placement.</li> <li>• Assistance in Museum promotion by giving tours, editing catalogue.</li> </ul> <p><b>1.1.3. Developing management coordination capacity</b> The activity is in progress, as planned, and on schedule albeit with adjustments after the delay in museum construction and appointment of staff. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b> (1) OMP became communication tool between Museum and CCF Head Office, with v1.1 and v1.2 recording decisions and status quo. (2) OMP revision continues in 2010. While the above was a good use of OMP in the hectic period leading to opening of the Museum, the OMP must be brought back to its original purpose, which is to show the future direction of the Museum (under its concept, ideals and goals as an activity-based museum). (3) As mentioned in section 1.1.1., PDCA cycle was introduced for management of the museum. COTS continue to encourage the meeting and reporting elements within the cycle.</p> <p><b>&lt;issues&gt;</b> The OMP is a document for a management of a unit. Sigiriya Museum does not exist as an independent, self-contained unit. It is part of CCF-Sigiriya organizationally and some sections only exist at site level, officers have double duty, etc.</p>	<p>Further improvements and revision of OMP.</p> <ul style="list-style-type: none"> <li>▪ Revise the OMP to show both the reality and (a reachable) ideal.</li> </ul>
1.2	Training of Museum staff.	<p>The activity is in progress as planned, and on schedule albeit with adjustments after the delay in museum construction and appointment of staff. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b> Total 66 workshops were conducted in the 1<sup>st</sup> year, with both training for management level staff and floor staff, some with outside lecturers.</p> <ol style="list-style-type: none"> <li>1. In 2<sup>nd</sup> year, training for management level staff focused on management methods (reporting, holding meetings, etc.) with more focus on PCDM in later half of the 2<sup>nd</sup> year. – see 1.1.1. Computer and software use training for Museum floor staff office, by both COTS and outside lecturers. Training for Museum floor staff limited to OJT, mostly on attitude and visitor service activities. Maintenance workers were instructed by outside lecturers.</li> <li>2. Following the recommendation of the consultation mission conducted in March 2010, the COTS decided to focus on Trainers' Training (ToT), not to conduct direct training for the floor staff. The first draft of a ToT manual for the Gallery Attendants ("Visitor First") was prepared.</li> </ol>	Further improvements and revision of ToT manuals.

No.	Main Activity	Progress up to the end of August 2010	Future plans
1.3	Production of the AV programme.	<p>The activity has been completed.</p> <p>1.3.1. Production of 3-dimensional computer graphics video. – The activity was completed satisfactorily.</p> <p>1.3.2. Assisting production of introductory video programme. – The activity was completed satisfactorily.</p>	n/a
2	<p><b>2 Assist the information centre</b></p> <p>Preparation of data and materials</p>	<p>The activity is in progress as planned. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b></p> <p>(1) Tourism information collection is ongoing. A system of collection has been put in place. Databases have been created. Tours have been conducted to identify tourist resources in various areas.</p> <p>(2) A series of discussions were held to decide the information to be handled by the information centre. It was decided in April 2009 that archaeological information was to be removed from the list of what the information centre can provide, as there was strong opposition to include such information by CCF, and the museum database was excluded from COTS activity.</p> <p>Note: MicroMusee software was selected for the Museum database by CCF. It was given to the museum officer in June 2009, but the software was outdated and did not run. Recordkeeping for the museum is minimally maintained in Excel.</p>	Continue ongoing work.

No.	Main Activity	Progress up to the end of August 2010	Future plans
2.2	Set-up of the web site	<p>The activity is in progress as planned, and on schedule. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b>  <u>Museum website</u>            (1) Museum website is open to the public since December 2009.            (2) The Sinhala version has been prepared and awaiting approval.            (3) An easy way to update and maintain the website has been developed for both English and Sinhala pages, and museum officers will be trained in its use following Sinhala website approval.  <u>ADSTP website</u>            (4) ADSTP website is open to the public since November 2009.            (5) The ADSTP committee decided the website management procedures, and website management training programs are arranged for some members (SLTPB information officer and information working group DS officers)            (6) An ADSTP member (SLTPB information officer) regularly update some of the ADSTP website pages.            (7) The information working group prepare for pages of the ADSTP website which are now under construction.</p>	<p>ADSTP website</p> <ul style="list-style-type: none"> <li>• Training programme for officers who are involved in website management will be conducted</li> <li>• ADSTP website will be moved from commercial web-server to SLPB server</li> </ul> <p>Museum website</p> <ul style="list-style-type: none"> <li>• Sinhala version to be uploaded following approval</li> <li>• Officers who are involved in website management will be trained in the use of CMS system.</li> </ul>
2.3	Preparation of information and educational materials.	<p>The activity is in progress as planned, and on schedule. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b>  <u>Museum materials prepared</u>  <ul style="list-style-type: none"> <li>• Sigiriya Museum pamphlet (floor guide): English, Sinhala, and Tamil</li> <li>• Traps special exhibit pamphlet: English, Sinhala, and Tamil.</li> <li>• Children's Drawings exhibit series poster: English, Sinhala</li> <li>• Museum Day and Museum 1<sup>st</sup> Anniversary poster (in-house printing)</li> <li>• Large banners for promotion of events (special exhibits, shows)</li> </ul> <u>Tourist information materials prepared</u>  <ul style="list-style-type: none"> <li>• Accommodation, restaurant and café, tour operator, spa and Ayurveda, and rental bike databases, most with accompanying tourist information GIS maps</li> <li>• Sigiriya Heritage site area map</li> <li>• Area map of Kandalama and Dambulla (in progress)</li> <li>• Tourism promotion map for Sigiriya-Dambulla area, with event calendar, suggested routes, and other 'fun' information</li> <li>• Posters and banners for dance competition (for event use only)</li> <li>• Brochure introducing ADSTP in English and Sinhala (aimed for children)</li> </ul> </p>	<p>Complete on-going activity (Area map of Kandalama and Dambulla)</p>

No.	Main Activity	Progress up to the end of August 2010	Future plans
2.4	Coordinating construction of tourist information centre.	<ul style="list-style-type: none"> <li>• Japanese pamphlet about Dambulla-Sigiriya (created by JOCV)</li> <li>• Materials for School Tour Programme (brochures, educational pamphlets)</li> <li>• Bus map between Dambulla and Sigiriya</li> </ul> <p>The activity had been completed. Construction of a Tourist Information Centre in the Museum was completed in October 2009. The JICA Expert Team assisted the construction by planning, designing and supervising the installation of the information booth. -. The activity was completed satisfactorily. Note: This activity became a part of the Project as it was found that construction of a tourist information center was not planned by MNHCA</p>	n/a
2.5.	Assisting operation and management of the information centre in the new Museum.	<p>The activity is in progress as planned, and on schedule. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b></p> <ol style="list-style-type: none"> <li>(1) Records of visitor's inquiries, comments and complaints received at the Information center are kept regularly and summarized monthly by SLTPB information officer.</li> <li>(2) The display on the walls of the Information Centre was updated and improved to feature ADSTP-gathered information.</li> <li>(3) Information Centre conducts the monthly visitor survey, summarizes the results, and hands over to the Museum officer.</li> </ol>	<ul style="list-style-type: none"> <li>• Information Centre will conduct an more detailed interview survey with visitors about the Information Centre itself in order to improve its service.</li> <li>• Display at the Centre will be improved.</li> </ul>
<b>3</b>	<b>Assist ADSTP</b> (Association for Dambulla-Sigiriya Tourism Promotion)		
3-1	Assist building the organizational structure.	<p>The activity had been completed.</p> <ol style="list-style-type: none"> <li>(1) Organizational structure, activities and roles of the ADSTP was proposed through a series of meetings by MOT, CCF, SLTPB and Dambulla DS office. The stakeholders of the association agreed the proposal on March 2009.</li> </ol>	n/a
3-2	Assist registration of ADSTP.	<p>The activity had been completed.</p> <ol style="list-style-type: none"> <li>(1) ADSTP was established in March 2009 and was officially registered in August 2010. In the process of registration, constitution by-law of the association was formulated. According to the by-law, a chairperson and advisory board members were selected and approved by the members.</li> </ol>	n/a
3-3	Developing institutional capacity.	<p>The activity is in progress.</p> <ol style="list-style-type: none"> <li>(1) ADSTP committee meetings and working group meetings were held regularly. (approximately once a month) ADSTP committee meetings were held 10 times in total by the end of June 2010.</li> <li>(2) Website of ADSTP was produced, uploaded and updated when a major event takes place.</li> <li>(3) ADSTP office was established within the Dambulla DS's premises and office</li> </ol>	<ol style="list-style-type: none"> <li>(1) Structure and activities of the ADSTP will be further discussed among ADSTP members with support of JICA Expert Team in September and October 2010.</li> <li>(2) Source of fund for ADSTP activities</li> </ol>

No.	Main Activity	Progress up to the end of August 2010	Future plans
		<p>equipments are supplied in November 2009. Some DS officers were temporarily assigned to man the ADSTP Information Office from Monday to Friday, from 10:00 to 12:00 in December 2009. However, considering the burden imposed on those officers, to the national staff of the COTS Project started to man the Information Office instead, and on a daily basis, since May 2010.</p> <p>(4) ADSTP brochure intending to notify the purpose and activities of ADSTP was made in November 2009. Logo of the ADSTP was established in December 2009.</p> <p>(5) Basic operation system of the ADSTP was established in December 2009.</p> <p>(6) Annual Plan of the ADSTP was made in January 2010.</p> <p>(7) Basic updating work of ADSTP website was being carried out.</p> <p><b>&lt;Issues&gt;</b></p> <p>(1) Financial background of the ADSTP is not yet established. In order to secure a consistent and secure financial background, subsidies from MED and/or SLTPB will be indispensable.</p> <p>(2) ADSTP is largely relying on a strong leadership of the Chairperson. More ownership by other members has to be nurtured.</p> <p>(3) Assignment of a marketing officer by SLTPB is still pending. It is necessary to request SLTPB to assign the officer for future secure operation of ADSTP.</p> <p>(4) It is desirable to assign a tourism officer in Dambulla DS to assist ADSTP.</p> <p>(5) To solve the above issues, meetings with concerned parties (MED, SLTPB, Ministry of Public Administration and Home Affairs, Dambulla DS) seeking for the recognition for ADSTP's raison d'être and achievement will be necessary.</p>	<p>has to be identified by November 2010. (Expected source of funds are membership fees, financial supports from MED and SLTPB, and revenues from events and school trip programs.)</p> <p>(3) Financial Plan of the ADSTP will be discussed and prepared by November 2010 once the sources of funds are secured.</p> <p>(4) Capacity development of ADSTP will be continued.</p> <p>(5) ADSTP Committee Meeting in September 2010 will discuss and decide the way to involve the JOCV attached to the DS more in ADSTP, especially in the field of marketing of the products of ADSTP, such as dancing teams, school trip programme, maps and others.</p> <p>(6) ADSTP will submit a proposal of activities to TRIP, which would be implemented under its community development programme.</p>
3-4	Collection of tourist information.	<p>The activity is in progress as planned. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p>This activity cannot be distinguished from activity 2-1 Preparation of data and materials. See above for details. Members of ADSTP were actively involved in identification and collection of data, information, locations and photos for identified tourism resources and sites.</p>	<p>Activities will be continued for updating tourist information for website, and tourist site leaflet may be prepared.</p>
3-5	Implementation of the pilot projects.	<p>The planned activities have been completed. Some more to be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b></p> <p>(1) Series of meetings of the working group of ADSTP was held from April 2009 onwards.</p> <p>(2) The members of the working committee proposed 17 pilot projects.</p> <p>(3) After the evaluation of the proposed projects by the JICA Expert Team, "Institutional</p>	<p>The tourism video is planned to be used for the following purposes.</p> <ul style="list-style-type: none"> <li>- Shown at the lobby of Sigiriya Museum</li> <li>- Shown at tourism promotion events</li> </ul>

No.	Main Activity	Progress up to the end of August 2010	Future plans
		<p>capacity development through development/ improvement of new tour / products" were selected as pilot projects.</p> <p>(4) Action plan for "institutional capacity development through development/ improvement of new tour / products" pilot project was developed and agreed by the members.</p> <p>(5) Necessary human resources and costs were identified to implement the pilot projects.</p> <p>Following five pilot projects were planned and implemented.</p> <p>(1) Setting up of ADSTP Office in Dambulla DS premises</p> <ul style="list-style-type: none"> <li>• ADSTP Office/ Information Centre was established by refurbishing an existing office space provided by Dambulla DS. Necessary office equipments were supplied in November 2009.</li> </ul> <p>(2) Preparation of tourism promotion video for Dambulla DS</p> <ul style="list-style-type: none"> <li>• A tourism promotion video introducing lesser known/ potential tourism resource in Dambulla and Sigiriya is planned as one of pilot projects. TOR for the subcontractor for the video production was formulated and agreed in January 2010.</li> <li>• The video was subcontracted to a local video production company in Colombo and completed in June 2010. Two kinds of videos (3- and 10-minute versions in English, Sinhara and Tamil) were produced, and one hundred copies of DVD were delivered in June 2010.</li> </ul> <p>(3) Preparation of tourist map</p> <ul style="list-style-type: none"> <li>• Tourist map of Dambulla DS area was planned and prepared based on collected information and data on tourism resources, attractions and events by ADSTP members and JICA Expert Team. Additional surveys on tourism resource data and information were also conducted.</li> <li>• The map includes tourism resource distribution, tourism resources (outline, photo), feature of local agriculture, local event calendar (festival, events, harvesting crops and timing, flower), half-day tour routes.</li> <li>• The map was printed and delivered in June 2010.</li> </ul> <p>(4) Cultural event for tourists (Traditional dance competition)</p> <ul style="list-style-type: none"> <li>• Traditional dance completion for local dance groups was selected as one of pilot projects.</li> <li>• First-round of the dance competition was carried out at the auditorium of Sigiriya Central College in November 2009 (planned location was Sigiriya Museum, but moved due to rain).</li> <li>• A series of training sessions on traditional dance for the preparation of the final</li> </ul>	<p>organized by SLTPB in Colombo and other areas in Sri Lanka</p> <ul style="list-style-type: none"> <li>- Shown at tourism promotion event/ tourism fair in abroad</li> <li>- Shown at in-house TV channel at hotels in Dambulla and Sigiriya area</li> <li>- Uploaded to ADSTP website (short version) for potential tourists</li> <li>- Sent to travel agents in and out of the country for promotion</li> </ul> <ul style="list-style-type: none"> <li>• Tourist map will be distributed to members of ADSTP and tourism business operators in Colombo through SLTPB. It is provided to local and foreign tourists at ADSTP Information Centre and Tourist Information Centre at Sigiriya Museum.</li> <li>• Local dance groups awarded at the final dance competition will have another performance event at the outdoor theatre of Sigiriya Museum.</li> <li>• To develop and promote school tour program as a tour product, JICA Expert Team and ADSTP will further consider its contents, pricing and promotion. Further promotion activities, such as a pilot tour for teachers, are to be carried out from September 2010.</li> </ul>

No.	Main Activity	Progress up to the end of August 2010	Future plans
3-6	Implementation of joint events with CCF.	<p>round of the competition was being implemented from January to February 2010.</p> <ul style="list-style-type: none"> <li>• The final round of the dance competition was carried out at the outdoor theater of Sigiriya Museum in February 2010. 7 dance groups participated in the completion. A commendation ceremony was conducted after the performance.</li> </ul> <p>(5) School trip program</p> <ul style="list-style-type: none"> <li>• School trip program, a new educational tour package targeting school students, was planned from January 2010.</li> <li>• Pilot Project WG members, JICA Expert Team and local stakeholders (handicraft centre, farm, site guides, arboretum and hotel) developed experience-oriented programs for school trip groups.</li> <li>• Two types of school trip programs, 'Experience History, Nature and Traditional Handicrafts' and 'Discover history, nature and environment' were planned, and pilot tours for each program were carried out, inviting schools from Kandy and Kurunegala. Total of 70 students and 9 teachers participated as monitors.</li> <li>• After the pilot tours, JICA Expert Team conducted questionnaire survey for student and teachers in order to collect feedback for further improvement. The results showed that most students and teachers were highly satisfied with the programs.</li> </ul>	Another joint event (dance performance) is expected in September or October 2010, before the onset of the rainy season.
4	Assist formulation of a proposal for tourism promotion and marketing	<p>The planned activities have been completed. Some more may be done during the rest of the Project period to ensure effectiveness and sustainability.</p> <p><b>&lt;progress&gt;</b></p> <p>(1) As mentioned in the progress of tourism event, the traditional dance competition was conducted as a joint event of ADSTP and CCF, at the outdoor theater of Sigiriya Museum in February 2010.</p> <p>(2) New Year Festival was planned and successfully implemented by ADSTP and CCF at Sigiriya Heritage site in April 2010. It has to be noted that it is carried out under sponsorship by local companies without any financial support from COTS. Many local, national and foreign visitors participated in the festival.</p>	n/a
4.1	Implementation of the needs and information survey for the proposal for tourism promotion and marketing.	<p>The planned activities have been completed.</p> <p>(1) Necessary data and information on tourism resources in Dambulla DS area were collected with support of Tourism Information WG members through conducting field surveys in order to prepare the proposal for Tourism Promotion and Marketing Plan.</p> <p>(2) Identified and collected data and information on less and unknown tourism resources in Dambulla DS area were making use of development of tourist map and update of tourist information for ADSTP website.</p>	

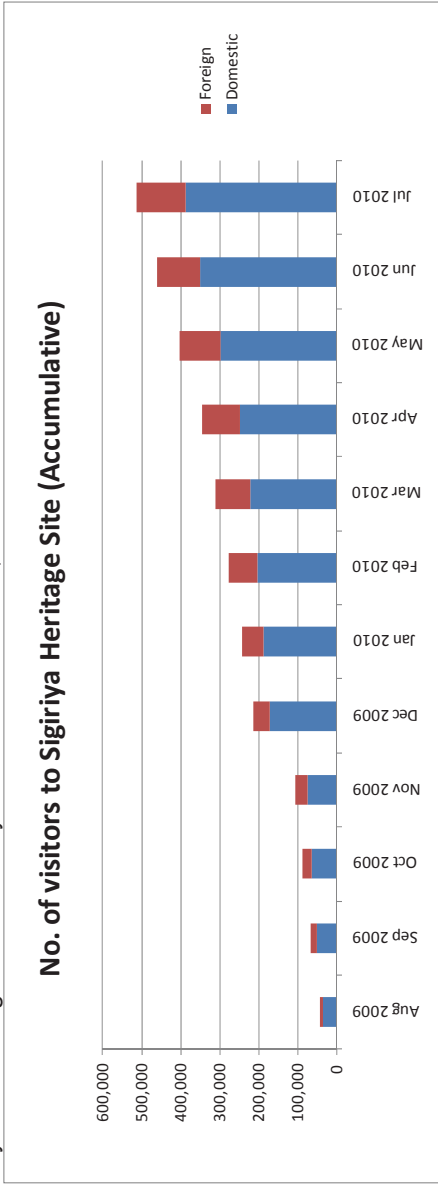
No.	Main Activity	Progress up to the end of August 2010	Future plans
4.2	Formulation of a proposal for tourism promotion and marketing by participatory approach through ADSTP.	<p>The planned activities have been completed.</p> <p>(1) Series of meetings for Tourism Promotion and Marketing Planning working group of ADSTP was held from April 2009.</p> <p>(2) The work items for preparing the proposal for Tourism Promotion and Marketing Plan were discussed and confirmed among ADSTP members (Sep-Dec. 2009)</p> <p>(3) The current situation of tourism sector in Dambulla DS area was analyzed and shared among the members of the WG through WG meetings and field visits (Nov 2009-Jan 2010)</p> <p>(4) Application of the concept of “Eco-museum” for tourism promotion was discussed and agreed among WG members in Dec. 2009.</p> <p>(5) As a part of WG activities, Study Tour to Kandy and Nuwara Eliya was conducted in Jan. 2010. Study Tour programs included:</p> <ul style="list-style-type: none"> <li>- Visiting tourist sites in Nuwara Eliya and project sites under the TRIP Project in Nuwara Eliya,</li> <li>- Presentation and discussion with members of Regional Development Authority (REDA) in Kandy, and presentation of tourism resources by Nuwara Eliya Hotelier Association and Mayor of Nuwara Eliya Municipal Council.</li> <li>- Workshop (Rediscovering tourism resources in Dambulla DS area and assessment of existing tourism resources for tourism development and promotion)</li> </ul> <p>(6) Overall planning concept and basic plan of the Tourism Promotion and Marketing Plan including goals, main themes (tourist destination image), basic policy, target, conceptual plan of Eco-museum, structure and function of Eco-museum, plan period and implementation scenario, and strategies were prepared by JICA Expert Team in cooperation with working group and committee members of ADSTP.</p> <p>(7) The main theme for the Dambulla DS area was decided to ‘History, Nature and Beyond -- Dambulla-Sigiriya’. 14 areas were selected as main tourism sites (Satellites) in Dambulla DS area to promote for tourists.</p> <p>(8) JICA Expert Team requested working group and committee members of ADSTP to prepare project proposals (projects and programs) for the Tourism Promotion and Marketing Plan in May 2010. A total of 11 projects were proposed by members. As a result of evaluation of proposed project proposals, 15 projects and programs were prepared in accordance with strategies with discussion of working group and committee members of ADSTP.</p> <p>(9) 5 projects were selected from proposed 15 projects as priority projects in June 2010. Project components (activities), necessary inputs, implementation agency and schedule and cost estimation were prepared for each project. These projects are as follows:</p> <ul style="list-style-type: none"> <li>- Training program of hospitality and customer service (Capacity building of</li> </ul>	



No.	Main Activity	Progress up to the end of August 2010	Future plans
4.3	Feeding back the results of the pilot projects to the proposal for tourism promotion and marketing.	<p>ADSTP)</p> <ul style="list-style-type: none"> <li>- Production of Eco-museum Map and Satellite leaflet</li> <li>- Capacity development of Core facilities</li> <li>- Promotion of Dambulla DS area</li> <li>- Tourism Signboard Development</li> </ul> <p>(10) Project implementation structure and detailed schedule of proposed projects and programs were prepared.</p> <p>This activity is planned to be conducted during the months of September-December, 2010.</p>	<ul style="list-style-type: none"> <li>• JICA Expert Team and Pilot Project Working Group members will identify the feedback of the pilot projects.</li> <li>• The result of the pilot project will be shared by the members of the ADSTP Committee.</li> <li>• Necessary revisions and improvement for the proposal of Tourism Promotion and Marketing Plan will be made by JICA Expert Team and members of ADSTP by November 2010.</li> </ul>

**ANNEX 7 : Accomplishment Grid**

September 10, 2010

Narrative Summary	Verifiable Indicators	Progress as of the end August 2010																																																				
<p>Overall Goal Promotion of tourism in Sigiriya and Dambulla area</p>	<p>1. The number of visitors to the Sigiriya Heritage site is increased to 600,000 per year.</p> <p>2. The satisfaction level of visitors to Sigiriya and Dambulla area is increased.</p>	<p>(1) The following figure shows that the number of visitors to the Sigiriya Heritage site for the period of one year from August 2009 to July 2010 was around 500,000.</p>  <table border="1"> <caption>No. of visitors to Sigiriya Heritage Site (Accumulative)</caption> <thead> <tr> <th>Month</th> <th>Domestic</th> <th>Foreign</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Aug 2009</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Sep 2009</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Oct 2009</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Nov 2009</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Dec 2009</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Jan 2010</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Feb 2010</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Mar 2010</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Apr 2010</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>May 2010</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Jun 2010</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> <tr><td>Jul 2010</td><td>~50,000</td><td>~10,000</td><td>~60,000</td></tr> </tbody> </table> <p>(2) The target would be reached in near future, because the number of visitors has been increasing after the improvement of the security situation of the country.</p> <p>(1) The baseline survey conducted by COTS during the months of Dec. 2008 and Jan. 2009 shows the levels of satisfaction about the tourist services and facilitation in Sigiriya and Dambulla area.</p> <p>(2) The updated data on satisfaction level of visitors to Sigiriya and Dambulla is not available, as no study has been conducted after the above-mentioned survey. It is necessary to conduct a similar kind of survey at the time of Ex-post Evaluation.</p> <p>(3) The Museum and ADSTP are new, which were opened around one year and registered around 9 months ago respectively. There are other important factors to influence the satisfaction of the visitors, such as accommodation and food. Therefore, it is still difficult to predict the size of impact of these two components on the satisfaction level of visitors.</p>	Month	Domestic	Foreign	Total	Aug 2009	~50,000	~10,000	~60,000	Sep 2009	~50,000	~10,000	~60,000	Oct 2009	~50,000	~10,000	~60,000	Nov 2009	~50,000	~10,000	~60,000	Dec 2009	~50,000	~10,000	~60,000	Jan 2010	~50,000	~10,000	~60,000	Feb 2010	~50,000	~10,000	~60,000	Mar 2010	~50,000	~10,000	~60,000	Apr 2010	~50,000	~10,000	~60,000	May 2010	~50,000	~10,000	~60,000	Jun 2010	~50,000	~10,000	~60,000	Jul 2010	~50,000	~10,000	~60,000
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	<p>3. ADSTP carries out tourism promotion activities regularly by getting fund.</p>	<p>(1) At the moment, ADSTP is seeking a fund to carry out tourism promotion activities regularly by ways of collecting membership fees, financial supports from MED and SLTPB, and revenues from events and school trip programs.</p> <p>(2) It is still difficult to predict whether ADSTP will carry out tourism promotion activities regularly by getting fund. There are positive factors and concerns as follows:</p> <p>&lt;Positive factors&gt;</p> <ol style="list-style-type: none"> <li>a. ADSTP was registered and obtained a legal status.</li> <li>b. The members of ADSTP had obtained <u>experience</u> to conduct tourism-related activities during the last one year period by participate in the pilot projects.</li> <li>c. Team spirit was created among the members through participate in the study tour.</li> <li>d. The key members of ADSTP, such as Divisional Secretary, officers of DS, SLTPB, UDA and other members including representatives of guest house associations, recognized the importance of the association and are <u>motivated</u> to continue the activities.</li> <li>e. The draft of <u>action plan</u> of 2011 and <u>proposal of activities</u> were formulated and to be finalized.</li> <li>f. A JOCV working for the DS is willing to support marketing of ADSTP. She is willing to negotiate with tourists, hotels, schools and others to promote the products of ADSTP, such as traditional dancing teams, school trip packages and tourist maps.</li> <li>g. DS requested MED to assign an <u>officer-in-charge</u> of tourism to the DS, who is going to play a leading role in ADSTP.</li> </ol> <p>&lt;Concerns&gt;</p> <ol style="list-style-type: none"> <li>a. JICA experts of COTS have been playing a leading role in ADSTP. There was not enough time for the experts to transfer all the know-how to the members of the ADSTP during their limited time of assignment.</li> <li>b. Leadership of DS and SLTPB is still largely depending on the personality of the officers and has not been institutionalized. The higher authorities of DS and SLTPB, such as District Secretariat and MED as well as senior officers of SLTPB do not have much awareness about ADSTP.</li> <li>c. ADSTP has not secured fund to implement future activities, including initial investment for the planned activities, expenses for promotion of the products, administration expenses and others.</li> <li>d. At the moment, a national staff member of COTS is working in the office of ADSTP full-time. All the other members of the association have their main duties and profession and participate in the association as volunteers. After the Project, there will be no full-time staff for ADSTP or an officer-in-charge of tourism in DS, who is going to play a leading role in administration of ADSTP.</li> <li>e. ADSTP has produced several tourism promotion products, such as traditional dancing teams, school trip packages, tourist maps, etc. However, there is no person who is going to undertake marketing of these products to the. A Marketing officer of SLTPB, who is supposed to be assigned to the Project two years ago as a counterpart officer, has not been appointed yet.</li> </ol>

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<p><u>Project Purpose</u> Synergetic enhancement of the museum activities and the tourism in the Sigiriya area</p> <p>* Definition of Synergetic enhancement: The operation of Sigiriya Museum and the tourism promotion activities for Dambulla – Sigiriya are executed with a close coordination.</p>	<p>1. The number of visitors to the Sigiriya Museum is increased to 180,000 per year.</p>	<p>(1) The following figure shows that the number of visitors to the Sigiriya Museum for the period of one year from August 2009 to July 2010 was around 140,000 (78% of the planned target).</p> <p>(2) Only 27% out of the total visitors to the Sigiriya Heritage site visited the Museum in average during the above mentioned period.</p> <p>(3) The target would have been reached if actions to publicise the Museum, such as adequate sign boards and construction of an access road, were taken earlier.</p> <div data-bbox="454 743 874 1780"> <table border="1"> <caption>Number of visitors to the Museum (Accumulative)</caption> <thead> <tr> <th>Month</th> <th>Domestic</th> <th>Foreign</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Aug 2009</td><td>25,000</td><td>5,000</td><td>30,000</td></tr> <tr><td>Sep 2009</td><td>30,000</td><td>5,000</td><td>35,000</td></tr> <tr><td>Oct 2009</td><td>35,000</td><td>5,000</td><td>40,000</td></tr> <tr><td>Nov 2009</td><td>40,000</td><td>5,000</td><td>45,000</td></tr> <tr><td>Dec 2009</td><td>45,000</td><td>5,000</td><td>50,000</td></tr> <tr><td>Jan 2010</td><td>50,000</td><td>5,000</td><td>55,000</td></tr> <tr><td>Feb 2010</td><td>55,000</td><td>5,000</td><td>60,000</td></tr> <tr><td>Mar 2010</td><td>60,000</td><td>5,000</td><td>65,000</td></tr> <tr><td>Apr 2010</td><td>65,000</td><td>5,000</td><td>70,000</td></tr> <tr><td>May 2010</td><td>70,000</td><td>5,000</td><td>75,000</td></tr> <tr><td>Jun 2010</td><td>75,000</td><td>5,000</td><td>80,000</td></tr> <tr><td>Jul 2010</td><td>80,000</td><td>5,000</td><td>85,000</td></tr> </tbody> </table> </div> <div data-bbox="418 235 821 721"> <p>Museum visitors (139,402)</p> <p>27%</p> <p>Site visitors (515,155)</p> <p>(Period: Aug. 2009 – July 2010)</p> </div>	Month	Domestic	Foreign	Total	Aug 2009	25,000	5,000	30,000	Sep 2009	30,000	5,000	35,000	Oct 2009	35,000	5,000	40,000	Nov 2009	40,000	5,000	45,000	Dec 2009	45,000	5,000	50,000	Jan 2010	50,000	5,000	55,000	Feb 2010	55,000	5,000	60,000	Mar 2010	60,000	5,000	65,000	Apr 2010	65,000	5,000	70,000	May 2010	70,000	5,000	75,000	Jun 2010	75,000	5,000	80,000	Jul 2010	80,000	5,000	85,000
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		<p>2. More than 70% of the visitors to the Museum are satisfied with the Museum.</p>		<p>(1) Using the five months of visitor survey data up to July 2010, around 90% of the visitors are consistently satisfied with the Museum, so that they would definitely recommend, or recommend the Museum to their friends and family.</p> <p>(2) Other survey questions (see below) also on average resulted in more than 80% satisfaction, with four possible answers (two satisfactory, two unsatisfactory).</p> <p>(3) The indicator has been met so far. It will be checked again by conducting a questionnaire survey anonymously.</p>																																																																									
		<p>3. Tourism Information Centre at the Museum makes public available more than two kinds of information collected by ADSTP.</p>		<p>(1) The Information Centre is displaying laminated cards from the Hotel and Guesthouse database (collected through ADSTP members) and a map of the Sigiriya-Dambulla area with local tourist information, some collected from the information sub-group of ADSTP.</p> <p>(2) The ADSTP local area map (Sigiriya-Dambulla Tourist Map) produced by ADSTP has been printed and will be available at the Information Centre starting in October 2010.</p> <p>(3) The Project will exceed the expected achievement target in October 2010.</p>																																																																									
		<p>&lt;Result of the visitors survey&gt;</p>		<table border="1"> <caption>Would you recommend visiting this Museum to your friends and family?</caption> <thead> <tr> <th>Month</th> <th>1. Definitely Recommend</th> <th>2. Recommend</th> <th>3. Not particularly</th> <th>4. Will not recommend</th> </tr> </thead> <tbody> <tr> <td>Mar</td> <td>65.3%</td> <td>22.4%</td> <td>12.3%</td> <td>18.9%</td> </tr> <tr> <td>Apr</td> <td>64.4%</td> <td>24.4%</td> <td>10.3%</td> <td>18.9%</td> </tr> <tr> <td>May</td> <td>69.4%</td> <td>22.4%</td> <td>8.3%</td> <td>18.9%</td> </tr> <tr> <td>Jun</td> <td>68.7%</td> <td>22.4%</td> <td>8.3%</td> <td>18.9%</td> </tr> <tr> <td>Jul</td> <td>66.7%</td> <td>22.4%</td> <td>8.3%</td> <td>18.9%</td> </tr> </tbody> </table>		Month	1. Definitely Recommend	2. Recommend	3. Not particularly	4. Will not recommend	Mar	65.3%	22.4%	12.3%	18.9%	Apr	64.4%	24.4%	10.3%	18.9%	May	69.4%	22.4%	8.3%	18.9%	Jun	68.7%	22.4%	8.3%	18.9%	Jul	66.7%	22.4%	8.3%	18.9%																																										
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<p>Outputs</p> <p>1. Establishment and development of functions (Museum operation planning, display designing, facility management etc.) for the new museum</p>	<p>4. ADSTP and CCF carry out joint-events more the two times in 2010.</p> <p>1.1 Operational Management Plan for the Museum is approved and utilized by CCF.</p>	<p>(1) ADSTP and CCF jointly carried out two cultural events, Traditional Dance Competition in February 2010 and a New Year Festival in April 2010. Another joint-event is also expected in 2010, before the onset of the rainy season around October 2010.</p> <p>(2) The Project will exceed the expected achievement target in Dec.2010</p>
	<p>1.2 Full-time staff are assigned and working in the museum.</p>	<p>(1) The OMP version 1.1 was approved by the Director-General of CCF in April 2009.</p> <p>(2) The OMP has been primarily utilized for making job descriptions and allocating staff in the Museum using floor plans.</p> <p>(3) Operation and management of the Museum has been improved greatly in the year since the opening of the Museum, with weekly and monthly officer meetings and the creation of monthly reports.</p> <p>(4) Communication between the Museum officers and key officers of the CCF Sigiriya Project, such as Project Manager and officers in account and supply section as well as officers in CCF head office is still limited.</p> <p>(5) The Project almost reached the planned target. Further improvements of the operation and management of the Museum will be needed to complete the achievement, by realizing the followings for example:</p> <ul style="list-style-type: none"> <li>➤ CCF DG makes sure to hold proposed monthly meetings with Museum officers</li> <li>➤ PM makes sure to have the participation of officer in-charge of accounting and supply to the monthly meetings in the Museum (they are invited but do not participate at the moment).</li> </ul> <p>(1) There are no full-time officers to the Museum. All the officers have double duty in Museum as well as Sigiriya Heritage site.</p> <p>(2) Cadre for 5 positions in Museum were approved; however, interview for recruitment has not been conducted.</p> <p>(3) Gallery attendants, maintenance personnel, book sellers, receptionists, and information officers on duty are working in the museum full-time on duty days.</p> <p>(4) Appointment of full-time officers is urgently needed.</p>

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	<p>1.3 Special exhibitions are conducted and changed twice a year.</p>	<p>(1) In the period of August 2009 to July 2010, a year, three special exhibitions were conducted (1<sup>st</sup> Special Exhibit on opening ceremony, Traps, and Children's Drawings). The '1<sup>st</sup> special exhibit' was taken down and changed to Traps and Children's Drawings.</p> <table border="1" data-bbox="343 1176 678 1444"> <thead> <tr> <th>Special Exhibit Title</th> <th>Period</th> <th>Location</th> <th>Visitor</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td>1 "1<sup>st</sup> Special Exhibit of Opening Ceremony"</td> <td>Sep 2009 - May 2010</td> <td>Exit Lobby, then Orientation Lobby</td> <td>Visitor Orientation Lobby</td> <td>Panel exhibit (photo exhibit)</td> </tr> <tr> <td>2 "Traditional Traps"</td> <td>Mar 2010 - Sep 2010?</td> <td>Exit Lobby</td> <td></td> <td>Object exhibit (miniatures)</td> </tr> <tr> <td>3 "Mirror Wall Today"</td> <td>Mar 2010 - indefinite</td> <td>Exit Lobby</td> <td></td> <td>Hands-on exhibit</td> </tr> <tr> <td>4 "Sigiriya through Children's Eyes"</td> <td>July 2010 - Dec 2010?</td> <td>Visitor Orientation Lobby</td> <td>Lobby</td> <td>Panel exhibit, multi-element</td> </tr> <tr> <td>5 "Traditional Household Objects"</td> <td>Sep 2010? -</td> <td>Exhibition Lobby</td> <td></td> <td>Object exhibit</td> </tr> </tbody> </table> <p>(2) Two more special exhibits are in preparation; Traditional objects, and 1930s Fresco Painting Copy from Japan, scheduled to replace Traps and Children's Drawings.</p> <p>(3) The achievement exceeded the planned target already.</p>	Special Exhibit Title	Period	Location	Visitor	Type	1 "1 <sup>st</sup> Special Exhibit of Opening Ceremony"	Sep 2009 - May 2010	Exit Lobby, then Orientation Lobby	Visitor Orientation Lobby	Panel exhibit (photo exhibit)	2 "Traditional Traps"	Mar 2010 - Sep 2010?	Exit Lobby		Object exhibit (miniatures)	3 "Mirror Wall Today"	Mar 2010 - indefinite	Exit Lobby		Hands-on exhibit	4 "Sigiriya through Children's Eyes"	July 2010 - Dec 2010?	Visitor Orientation Lobby	Lobby	Panel exhibit, multi-element	5 "Traditional Household Objects"	Sep 2010? -	Exhibition Lobby		Object exhibit
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4 "Sigiriya through Children's Eyes"	July 2010 - Dec 2010?	Visitor Orientation Lobby	Lobby	Panel exhibit, multi-element																												
5 "Traditional Household Objects"	Sep 2010? -	Exhibition Lobby		Object exhibit																												
<p>1.4 Special lectures or events open to visitors/ tourists are conducted more than once a month.</p>	<p>(1) The following special lectures and events were conducted open to visitors/ tourists to date: In outdoor theatre: - a cultural show , open to the public - traditional dancing competition , open to the public In museum (mostly Audiovisual Room) - 2 training workshops offered to outside groups - 8 special group tours with advance reservation (lecture if notified early, video showing if same day) - 3 in a series of monthly special lectures, with invited guest speaker and invited outside attendees</p> <p>(2) As the following table shows, events/ lectures were held 16 in total and 1.33 in average per month. The Project has exceeded the expected achievement target so far.</p>																															

Narrative Summary	Verifiable Indicators	Progress as of the end August 2010				
		Workshop	Special group tour	Special lecture series	Outdoor theatre event	Monthly total
		Aug 09			1	1
		Sep 09				0
		Oct 09	1			1
		Nov 09	1		1	2
		Dec 09	1	2		3
		Jan 10			1	1
		Feb 10		1	1	2
		Mar 10		1		2
		Apr 10	1			1
		May 10				0
		Jun 10		2		2
		Jul 10		1		1
		Average				1.33
	1.5 The Museum staff gains more than 80% of the skills and knowledge, which were identified as training requirement.	<p>(1) Museum officers evaluated themselves in December 2009, and June 2010 (and March 2010 for those who participated in the training in Japan), with a questionnaire developed by the Expert team. The questions are categorized in 5 areas; Visitor Control, Visitor Assistance, Exhibition, Facility Maintenance, Organization Attitudes and Archiving. These categories correspond to the ones indicated in the list of Skills (Annex 12) except for organization attitudes.</p> <p>(2) Each member evaluated his/her own level of acquisition with a score ranging from 1 to 5 for each question. The evaluation data shown under the "Result of self evaluation" in the following table indicate the average of scores given to the questions by the officers themselves. Two JICA experts involving in staff training evaluated the each officer by using the same questionnaire. "Evaluated by COTS" in the following table indicates the average scores given by the experts.</p> <p>(3) The result of self-evaluation reveals that the Museum officers felt they understand and are comfortable with their museum tasks, scoring in over all average 94% by the end of the 2<sup>nd</sup> year. The JICA experts believe that they (except those two officers who just joined the Museum in June 2010) have gained more than 60% in average.</p> <p>(4) The discrepancy between the scores of self-evaluation and the JICA experts' evaluation may indicate that the JICA experts might have been cooperating so closely with the Museum officers that the Museum officers felt like they were accomplishing things on their own, when in fact the Project team judged that they themselves were assisting the Museum officers quite heavily.</p>				

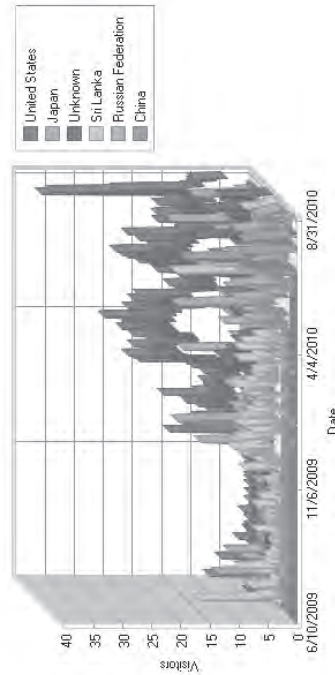


Narrative Summary	Verifiable Indicators	Progress as of the end August 2010																																																					
		<p>(5) By the Project team giving more autonomy to the counterparts in various occasions, and cooperatively developing manuals, fine-tuning the line of communications, and implementing exhibitions and events, it will be possible to bring up their level up to 80% as for those who have been with Museum from its start.</p> <p>(6) Overall, museum officers are confident of their capabilities and thus are willing to learn, after experiencing one year of operation.</p> <p>(7) The indicator has been met at this point of time in average, although facility maintenance should be improved. The score will be checked again before the end of the Project by conducting another survey.</p>																																																					
	<p>1.6 The Museum is not closed irregularly without informing public of it in advance.</p>	<p>Average score of All staff members (except those two officers joined in May 2010)</p> <table border="1" data-bbox="502 268 750 1388"> <thead> <tr> <th></th> <th colspan="2">Result of Self-Evaluation by Skill Categories June-10</th> <th colspan="2">Evaluation by COTS (Averg) September-10</th> </tr> </thead> <tbody> <tr> <td>Visitor Control (Q1-7)</td> <td></td> <td>4.61</td> <td>92%</td> <td>3.55</td> <td>71%</td> </tr> <tr> <td>Visitor Assistant (Q8-17)</td> <td></td> <td>4.64</td> <td>95%</td> <td>3.38</td> <td>68%</td> </tr> <tr> <td rowspan="2">Exhibition 1) (Q18-21)</td> <td rowspan="2">(Q18-27)</td> <td></td> <td>3.90</td> <td>78%</td> <td>4.08</td> <td>82%</td> </tr> <tr> <td></td> <td>4.79</td> <td>96%</td> <td>3.03</td> <td>61%</td> </tr> <tr> <td>Facility Maintenance (Q 28-30)</td> <td></td> <td>4.58</td> <td>92%</td> <td>2.60</td> <td>52%</td> </tr> <tr> <td>Organizational Attitude (Q 34-41)</td> <td></td> <td>4.81</td> <td>96%</td> <td>3.69</td> <td>74%</td> </tr> <tr> <td>Archiving (Q 31-33)</td> <td></td> <td>4.83</td> <td>97%</td> <td>3.00</td> <td>60%</td> </tr> <tr> <td>Average of Average Scores</td> <td></td> <td>4.72</td> <td>94%</td> <td>3.29</td> <td>66%</td> </tr> </tbody> </table> <p>(1) The Museum was never closed completely when it should have been open.</p> <p>(2) However, there were days and sometimes weeks when the Museum was practically closed.:</p> <ul style="list-style-type: none"> <li>- the power failed and no diesel for generator, resulting in the permanent gallery being practically closed to visitors (due to no A/C, no lights). It should be noted that toilets also do not operate without electricity, and visitors are inconvenienced. The situation was improved gradually. But, for example, there were at least 3 times of blackouts during the recent three weeks in the early-Sep. 2010 when the Museum did not have fuel.</li> <li>- The permanent gallery and the visitor orientation lobby also became practically closed to visitors because A/C and other equipment needed repair/ maintenance. The no A/C issue made the newspapers in October 2009 (after no A/C for a month in Sep-Oct 2010). A/C failed again for about two weeks in April-May 2010. When the projector was broken or out of commission for maintenance, visitors who wished to see the 3D film were disappointed.</li> <li>- Excepting the period April June 2010, Museum closing hours was after the time when staff and officer must leave to catch public transportation. So, visitors visiting late afternoon were greeted by an empty museum.</li> </ul> <p>(3) These problems were beyond the control of the Museum.</p> <p>(4) The system to maintain stock of fuel and other main equipment of the Museum should be improved in order not to disappoint the visitors.</p>		Result of Self-Evaluation by Skill Categories June-10		Evaluation by COTS (Averg) September-10		Visitor Control (Q1-7)		4.61	92%	3.55	71%	Visitor Assistant (Q8-17)		4.64	95%	3.38	68%	Exhibition 1) (Q18-21)	(Q18-27)		3.90	78%	4.08	82%		4.79	96%	3.03	61%	Facility Maintenance (Q 28-30)		4.58	92%	2.60	52%	Organizational Attitude (Q 34-41)		4.81	96%	3.69	74%	Archiving (Q 31-33)		4.83	97%	3.00	60%	Average of Average Scores		4.72	94%	3.29	66%
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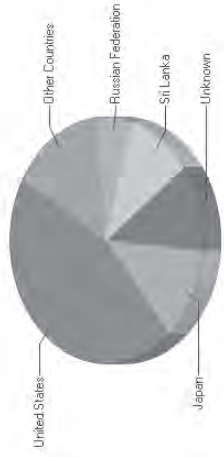
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<p>2. Providing information for visitors' demand about the Sigiriya area</p>	<p>2.1 The number of access to the web-site of the museum is increased twofold, from 1 month after site uploading to 1 year after site uploading.</p>	<p>(1) Number of visitors to the museum website has been consistently around 300 per month, and to date more than 4,000 visitors (of which 80%, or 3,000 were new visitors to the site) have been exposed to information about the Museum.</p> <p>(2) The indicator has been met, because the visitors for June 2010 (192) is more than twice that of June 2009 (64).</p> <table border="1" data-bbox="416 248 775 1424"> <thead> <tr> <th></th> <th>Number of visits to website</th> <th>Accumulative total</th> <th>% new visitors</th> <th>Remarks</th> </tr> </thead> <tbody> <tr> <td>Jun 2009</td> <td>64</td> <td>64</td> <td>no data</td> <td>Splash page uploaded, full version English submitted for approval</td> </tr> <tr> <td>Jul 2009</td> <td>344</td> <td>408</td> <td>no data</td> <td>Museum opens 28 July</td> </tr> <tr> <td>Aug 2009</td> <td>248</td> <td>656</td> <td>no data</td> <td></td> </tr> <tr> <td>Sep 2009</td> <td>401</td> <td>1057</td> <td>no data</td> <td></td> </tr> <tr> <td>Oct 2009</td> <td>210</td> <td>1267</td> <td>no data</td> <td></td> </tr> <tr> <td>Nov 2009</td> <td>246</td> <td>1513</td> <td>no data</td> <td></td> </tr> <tr> <td>Dec 2009</td> <td>932</td> <td>2445</td> <td>71.24%</td> <td>Full version English released</td> </tr> <tr> <td>Jan 2010</td> <td>276</td> <td>2721</td> <td>74.28%</td> <td></td> </tr> <tr> <td>Feb 2010</td> <td>270</td> <td>2991</td> <td>83.70%</td> <td></td> </tr> <tr> <td>Mar 2010</td> <td>273</td> <td>3264</td> <td>84.25%</td> <td></td> </tr> <tr> <td>Apr 2010</td> <td>172</td> <td>3436</td> <td>84.97%</td> <td></td> </tr> <tr> <td>May 2010</td> <td>233</td> <td>3669</td> <td>85.84%</td> <td></td> </tr> <tr> <td>Jun 2010</td> <td>192</td> <td>3861</td> <td>84.38%</td> <td>Full version Sinhala submitted for approval</td> </tr> <tr> <td>Jul 2010</td> <td>245</td> <td>4106</td> <td>68.98%</td> <td></td> </tr> <tr> <td></td> <td>Average</td> <td>293</td> <td>Average</td> <td>79%</td> </tr> </tbody> </table>		Number of visits to website	Accumulative total	% new visitors	Remarks	Jun 2009	64	64	no data	Splash page uploaded, full version English submitted for approval	Jul 2009	344	408	no data	Museum opens 28 July	Aug 2009	248	656	no data		Sep 2009	401	1057	no data		Oct 2009	210	1267	no data		Nov 2009	246	1513	no data		Dec 2009	932	2445	71.24%	Full version English released	Jan 2010	276	2721	74.28%		Feb 2010	270	2991	83.70%		Mar 2010	273	3264	84.25%		Apr 2010	172	3436	84.97%		May 2010	233	3669	85.84%		Jun 2010	192	3861	84.38%	Full version Sinhala submitted for approval	Jul 2010	245	4106	68.98%			Average	293	Average	79%	<p>2.2. Tourist Information Centre is established.</p> <p>(1) The Information Centre was constructed in the Museum, with the support of JICA experts in design and supervision, in October 2009.</p> <p>(2) The SLTPB information officer to work in the Information Centre was officially appointed in October 2009, and is working a six-day week. The Information Centre is open daily and during all hours at which the Museum is open.</p> <p>(3) The Information Centre provides SLTPB-made pamphlets and information, COTS newsletters, and information from COTS and ADSTP activities.</p> <p>(4) The Information Centre staff has answered questions from tourists about the local area, the Museum, the Heritage site, etc. The SLTPB officer keeps a record of questions and answers. The SLTPB officer also conducts the monthly museum visitor survey, and summarizes the results. She also encourages visitors to sign the visitor book.</p> <p>(5) The SLTPB officer is being trained by the JICA experts for information management, including the basic skills to update ADSTP website. The advanced training on the subject will be conducted during the months of September and October 2010.</p> <p>(6) The functions of the Information Centre has been developed and almost established. Further improvement of the skills and knowledge of the information officers on information management will be conducted to ensure sustainability.</p>
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Narrative Summary	Verifiable Indicators	Progress as of the end August 2010
<p>3. ADSTP is established and the execution capacity by the association members is built.</p>	<p>2.3 Information materials are displayed and distributed.</p>	<p>(1) Materials available for distribution are: Sigiriya Museum pamphlet (floor guide), COTS newsletters, COTS Sigiriya area map (printed on newsletters or pamphlets), and pamphlets from SLTPB.</p> <p>(2) Materials available for perusal (at the Information Centre) are: Accommodation database, Restaurant database, Shop database, and GIS maps (e.g. bus stops in the area) made by COTS and ADSTP, and also some resource books from SLTPB.</p> <p>(3) Materials displayed on the walls include samples of all of the above, a hand-made map of the area, posters from the Museum and elsewhere, and information on upcoming events.</p> <p>(4) The ADSTP website has received over 7,000 visitors from 50 countries since opening in November 2009. The site includes downloadable information (map of Sigiriya area, and database of accommodation, spas, tour operators, etc.) and the most popular map has been downloaded over 240 times. (as of August 2010).</p> <p>(5) The result of the monthly visitors survey shows that around 98% of the visitors of the Museum were satisfied with the information provided at the Information Centre (see table x in page x).</p> <p>(6) The display of the Information Centre will be improved by the end of the Project.</p> <p>(7) The Project will reach the expected achievement target by the end of Dec. 2010.</p>
<p>3.1. ADSTP is officially registered.</p>	<p>3.1. ADSTP is officially registered.</p>	<p>(1) ADSTP was formed in March 2009 and was officially registered at Dambulla DS in August 2010. ADSTP opened bank account.</p> <p>(2) ADSTP information office was established within the Dambulla DS's premises in November 2009.</p> <p>(3) Website, brochure and logo of ADSTP were produced and adopted.</p> <p>(4) The Project completed the task.</p>

Website activity by country



Most active countries



Narrative Summary	Verifiable Indicators	Progress as of the end August 2010
	<p>3.2. ADSTP's activity plans for 2010 and 2011 is formulated.</p>	<p>(1) Annual Plan 2010 of the ADSTP was formulated in January 2010.  (2) A draft of Annual plan 2011 is formulated and to be finalized by Dec. 2010.  (3) The Project will complete the task by the end of Dec. 2010.</p>
	<p>3.3 Pilot projects for capacity development of ADSTP are implemented.</p>	<p>(1) Series of meetings of pilot project WG and ADSTP Committee were held to discuss pilot projects from April 2009.  (2) The members of the working committee proposed 17 pilot projects.  (3) After the evaluation of the proposed projects by the JICA Expert Team, "Institutional capacity development through development/ improvement of new tour / products", were selected as pilot projects.  (4) By further review of proposed pilot projects, following five pilot projects were planned and implemented from September 2009 to June 2010 by JICA Expert Team, Pilot Project WG members in cooperation with other ADSTP members.  <ul style="list-style-type: none"> <li>- Setting up of ADSTP Office in Dambulla DS premises</li> <li>- Preparation of tourism promotion video for Dambulla DS</li> <li>- Preparation of tourist map</li> <li>- Cultural event for tourists (traditional dance competition)</li> <li>- School trip program</li> </ul> (5) In addition to the above-mentioned projects, ADSTP implemented a New Year Festival in April 2010 without any support of JICA experts, neither financially nor technically.  (6) ADSTP is planning to further promote the school trip program and implement another cultural show during the months of September and October 2010.  (7) The Project already reached the planned target. The several additional activities will be conducted to ensure sustainability.</p>
<p>3.4 ADSTP obtains fund or income necessary for the activities.</p>		<p>(1) New Year Festival in April 2010 was held under the sponsorship of local companies.  (2) Consistent and secure fund source is necessary for ADSTP's future operation. ADSTP is currently considering the methods of fund raising, such as membership fee collection, subsidies from the Ministry of Economic Development and/or SLTPB, and creation of its own revenue income by organization of cultural events for tourists and school trip program.  (3) The Chairperson of ADSTP sent an official letter to MED requesting provision of subsidies for ADSTP as well as an assignment of a tourism officer to ADSTP office.  (4) Chairman of ADSTP sent a letter to MED requesting an appointment of an officer-in-charge of tourism.  (5) It is still difficult to predict whether the indicator will be met by the end of Dec. 2010.</p>

Narrative Summary	Verifiable Indicators	Progress as of the end August 2010
<p>4. Formulation of a proposal for tourism promotion and marketing plan for the Sigiriya and Dambulla area</p>	<p>4.1 The members of working groups and committee contribute in formulation of the plan through participation.</p>	<p>(1) JICA Expert Team held series of meeting for Tourism Promotion and Marketing Planning Working Groups in the second year from October 2009 to April 2010 for the planning and formulation of a proposal for tourism promotion and marketing plan (TPMP).</p> <p>(2) Work contests and schedule, and progress of proposals of TPMP were presented to committee members by JICA Expert Team at Committee Meetings of ADSTP. Most of members were participated at Committee Meetings.</p> <p>(3) As a part of activities for planning process of TPMP, JICA Expert Team hold a workshop for identification of potential tourism resources in Dambulla DS area in the ADSTP Study Tour to Nuwara Eliya in January 2010. All participants were participated eagerly at the workshop.</p> <p>(4) JICA Expert Team requested working group and committee members of ADSTP to prepare project proposals (projects and programs) for TPMP in May 2010. A total of 11 projects were proposed by members.</p> <p>(5) The Project successfully completed the task.</p>
	<p>4.2 The proposal for tourism promotion and marketing for Sigiriya and Dambulla area is formulated and acknowledged by stakeholders.</p>	<p>(1) After the final proposal for tourism promotion and marketing plan (TPMP) is formulated, the plan will be presented at ADSTP Committee Meeting in October or November 2010.</p> <p>(2) The final TPMP is schedule to be presented and explained at the final seminar on tourism promotion of Dambulla DS area in Sigiriya, organized by JICA Expert Team in collaboration with ADSTP in December 2010. Many stakeholders will be invited to the seminar.</p> <p>(3) The task will be completed by the end of Dec. 2010.</p>

**ANNEX 8 : Evaluation Grid**

**September 10, 2010**

Evaluation Items		Evaluation results
Main Items	Sub-Items	
Relevance	Policy	<p>-The Project is relevant with national policy of Sri Lanka, as tourism sector is one of the most important development sectors identified in “<i>Mahinda Chintanaya</i>”, the ten-year National Development Policy (2006-2016) of the present government of Sri Lanka.</p> <p>-Importance of “Regional tourism development with community participation” was talked about, however is relatively a new concept in Sri Lanka. There is no policy or strategy to support the concept. There is no organization to be entrusted or undertaking the subject in divisional or district levels, unlike in Japan, where every city government has a tourism promotion section. Some can say that the Project was commenced without a sound policy support. However, by considering the successful results of the pilot projects of the ADSTP, it should be rather judged that the Project is a pioneer to explore the possibility of realizing the concept of regional tourism promotion with community participation and can be a set off to establish a structure to implement the concept nationwide.</p> <p>Cooperation to the Project is a realization of “tourism programme”, which was identified as one of the important programmes for “assistance for capacity building of acquisition of foreign currency” in the Country Strategy of JICA. The Project is also relevant as the one to enhance sustainability of the other Japanese ODA programme in the same sector, such as construction of the Sigiriya Museum by 2KR fund, Tourism Resource Improvement Project by yen loan and Cultural Grant Aid equipment project.</p>
	Needs	<p>Are there strong needs of cooperation?</p> <p>As mentioned above, tourism is one of the main sources of foreign exchange of the country. Sigiriya, as one of the world heritages, has a rich potential to activate tourism of the country. For the realization of the potentiality, the area needs incentive support in the areas such as operation and maintenance of the new museum and tourism promotion plans and programme with community participation.</p>
Suitability as a means	<p>Does Japan have technological advantages? Can Japan's experience be utilized?</p> <p>Japan has the first-class technology in museum exhibition. The country also produced a number of museums with a new concept of “activity based management”. Japan also has a rich experience in tourism promotion and marketing with participation of local community implemented by local authorities and association of the stakeholders in the community.</p>	

Evaluation Items		Evaluation results	
Main Items	Sub-Items		
Achievement forecast of the Project Purpose	Will the Project Purpose likely to be achieved by the end of the period of cooperation?  <Project Purpose> Synergetic enhancement of the museum activities and the tourism in the Sigiriya area	(1) The Project Purpose is being attained to a certain level. The operation of Sigiriya Museum and the tourism promotion activities for Dambulla – Sigiriya were executed with a close coordination to create synergetic effects. Museum provided high level of satisfaction to the visitors. Tourism Information Center at the Museum is providing various kinds of information to the visitors, which was collected and formulated by ADSTP. Joint-events of the Museum and ADSTP were implemented successfully.  (2) However, it was regretful that the number of visitors to the Museum was less than expected. The above-mentioned synergetic effects could have been more remarkable, if the number of visitors to the Museum was greater, in a way that more people were satisfied, utilized the information center and enjoyed the joint-events.  (3) See the following table for the level of achievement of the planned target measured by indicators.	
		Indicators for Project Purpose	Level of achievement
		1. The number of visitors to the Sigiriya Museum is increased to 180,000 per year.	Number of visitors to the Museum was planned as 180,000, however, it was actually 160,000 (77% vs. the target). The target would have been reached if actions to publicize the Museum, such as adequate sign boards and construction of an access road, were taken earlier.
		2. More than 70% of the visitors to the Museum are satisfied with the Museum.	According to the monthly visitor survey, around 90% of the visitors are consistently satisfied with the Museum, so that they would definitely recommend, or recommend the Museum to their friends and family. The indicator has been met so far, and will be checked again by conducting a questionnaire survey anonymously.
		3. Tourism Information Centre at the Museum makes public available more than two kinds of information collected by ADSTP.	4 data bases, many kinds of maps, information brochures and pamphlets and others are already available. The Project exceeded the expected achievement target already.
		4. ADSTP and CCF carry out joint-events more the two times in 2010.	ADSTP and CCF jointly carried out two cultural events, Traditional Dance Competition and a New Year Festival. Another joint-event is also expected in 2010. The Project will exceed the expected achievement target in Dec.2010
Contribution factors	Were there any contributing factors to accelerate the	(1) The New Year Festival proposed and organized by ADSTP contributed effectively to produce synergetic effect. ADSTP and CCF Sigiriya worked together and made it a success. There was an active participation of	

Evaluation Items		Evaluation results
Main Items	Sub-Items	
	achievement of the Project purpose?	<p>the community. The participants found that the festival can be one of the most attractive events for both local and foreign tourists. The event was also remarkable as it was implemented solely by Sri Lankan counterpart personnel without any support of JICA Experts, neither financially nor technically. ADSTP members grew in confidence, and the association became better known in the local community.</p> <p>(2) Improvement of the public security due to the end of the ethnic conflict in May 2009.</p>
Inhibition factors	Were there any factors to inhibit the achievement of the Project purpose?	<p>The following matters were identified as disturbing factors for the Project to achieve the Project Purpose:</p> <p>(1) Steps to include the Museum in the visitor route were not at all taken until recently. With very limited directing signs and publicity for the Museum – Numbers of visitors were limited</p> <p>(2) It took sometimes very long time for MNHCA and CCF head office to take decisions and implement it. According to the minutes of the meetings, such as JCC and others, necessary actions were identified and discussed repeatedly in every occasion, to give more publicity to the Museum and make it more attractive. They were, for example, early completion of repairs, display of proper sign boards, and construction of an access road, early opening of café and ticket booth. It is appreciated that MNHCA and CCF commenced some work; however, little has been completed so far.</p>
Logic to attain project purpose	Will the Project Purpose be attained if all the planned outputs were created? Are the important assumptions to attain the Project Purpose still appropriate and realistic?	<p>There is no particular problem with the logic of outputs to create the Project Purpose.</p> <p>“Public security is ensured”</p> <p>(1) Escalation of the civil war at the end of 2008 and in the first half of 2009 worsened the public security in the country, especially in Colombo. However, public security in Sigiriya and Dambulla area was not seriously affected; however, domestic tourism became extremely inactive as most of the people in the country refrained from going for a trip in these days. Several tour agencies in abroad stopped sending group tours to the country.</p> <p>(2) Public security was improved after May 2009 due to the end of the civil war. The positive situation is likely to be continued in the future, too.</p> <p>(3) Therefore, the assumption was partly not valid in the past however, has been appropriate thereafter.</p>



Evaluation Items		Evaluation results						
Main Items	Sub-Items							
Efficiency Level of production of Outputs	Were the Outputs produced as planned?	<p><b>Output 1 : Establishment and development of functions for the new museum</b>  The expected output is being produced as planned albeit with the delay in museum construction and appointment of staff. The functions of the Museum has been developed and almost established. Overall, museum officers are confident of their capabilities and thus are willing to learn, after experiencing one year of operation. Several more work should be urgently implemented during the rest of the Project period, such as further improvement of operation and management by regularly implement the proposed meetings between the Museum officers and key officers of the CCF Sigiriya Project, as well as CCF head office and appointment of full-time officers to the Museum. See the following table for the level of achievement of the planned target measured by indicators.</p>						
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Evaluation results	
Main Items	Evaluation Items Sub-Items
	<p>expected achievement target.</p> <p>4. Special lectures or events open to visitors/ tourists are conducted more than once a month.</p> <p>5. The Museum staff gains more than 80% of the skills and knowledge, which were identified as training requirement.</p> <p>6. The Museum is not closed irregularly without informing public of it in advance.</p> <p>(1) The Museum was never closed completely when it should have been open.  (2) However, there were days and sometimes weeks when the Museum was practically closed because of the (i) blackout (due to no fuel for generator. No A/C, no light, no toilets), (ii) permanent gallery was closed (due to repair/maintenance of A/C and other equipment) and (iii) no 3D film (as the project was broken).  (3) Visitors visiting late afternoon were greeted by an empty museum, as staff and officers must leave to catch public transportation.  (4) Currently, those who do not have a ticket for Heritage Site cannot enter the Museum. There is no excuse for handicapped, elders, those who wish to see special exhibition.</p> <p><b>Output 2: Providing information for visitors' demand about the Sigiriya area</b></p> <p>The expected output is being produced, despite the delay in construction of the Information Centre and late appointment of the Information Officers. At the moment, the Information Centre and website of ADSTP provide various kinds of information, such as local attractions, archaeological sites in the area, guest houses, restaurants, shops and others. The ADSTP website has received over 7,000 visitors from 50 countries. The most popular map has been downloaded over 240 times as of August 2010. Monthly visitor survey shows that around 98% of the visitors were satisfied with the information provided at the Information Centre. The Project plans to provide more</p>

Evaluation results					
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			-ADSTP is planning to implement model tours for teachers and parents to promote school trip programme and hold another cultural show by the end of the Project.
		<p><b>Output 4: Formulation of a proposal for tourism promotion and marketing plan for the Sigiriya and Dambulla area</b></p> <p>A draft proposal for tourism promotion and marketing plan was formulated as schedule in a participatory manner. The proposal will be finalized at the ADSTP Committee Meeting and will be presented at the final seminar of COTS. See the following table for the level of achievement of the planned target measure by indicators.</p>	
		Indicators	Level of achievement
		1. The members of working groups and committee contribute in formulation of the plan through participation.	<p>The members of working groups and committee contributed in formulation of the plan in the following manner:</p> <ul style="list-style-type: none"> <li>➤ Participate in series of meetings for Tourism Promotion and Marketing Planning (TPMP) and involved in the process of formulation of a proposal for tourism promotion and marketing.</li> <li>➤ Participate in a workshop held during the ADSTP Study Tour to Nuwara Eliya and played an active role in identification of potential tourism resources in Dambulla DS area.</li> <li>➤ Prepared project proposals for TPMP. A total of 11 projects were proposed by members.</li> </ul>
		2. The proposal for tourism promotion and marketing for Sigiriya and Dambulla area is formulated and acknowledged by stakeholders.	<p>The activities under the indicator were planned and will be implemented during the last three months of the Project.</p> <ul style="list-style-type: none"> <li>(1) TPMP will be presented and finalized at ADSTP Committee Meeting in October or November 2010.</li> <li>(2) The finalized TPMP is schedule to be presented and explained at the final seminar of COTS in December 2010.</li> </ul>
	Were there any disturbing factors for creation of the planned outputs or implementation of the planned activities?	<p>(1) Three pre-conditions of the project were not fulfilled at all as follows:</p> <ul style="list-style-type: none"> <li>(a) Museum was not constructed as it was planned <ul style="list-style-type: none"> <li>• There was a long delay in construction of the Museum (11-month delay : Aug. 2008→July 2009)</li> <li>• There was a delay of opening of the Museum (03-month delay: Apr. 2009→July 2009).</li> <li>• Information Centre was not included in the construction plan.</li> </ul> </li> <li>(b) Budget for the project was not secured by GOSL</li> </ul>	

Evaluation Items		Evaluation results
Main Items	Sub-Items	
		<ul style="list-style-type: none"> <li>• There was no specific budget for the human resources of the Museum.</li> <li>• There was no specific budget allocation for the Museum in 2009.</li> </ul> <p>(c) Timely assignment of sufficient C/P personnel was not secured</p> <ul style="list-style-type: none"> <li>• There was a long delay in appointment of the staff of the Museum (05 month delay: Jan 2009 → May 2009)</li> <li>• Most of the staff of the Museum is double assigned.</li> <li>• No staff for the Museum with experience and skill in museum operation, except one.</li> </ul> <p>(2) Counterpart personnel for tourism promotion were not clearly identified at the beginning of the Project. DS was expected to work as a counterpart agency; however, there was no section in the DS for tourism promotion. Therefore, it took a long time to start the activities of the tourism promotion, until ADSTP was organized</p> <p>(3) A tourism marketing officer has not appointed by SLTPB yet. The officer supposed to work with the JICA experts and contribute to preparation of tourism promotion and marketing plan as well as implementation of the pilot projects of ADSTP. The officer also supposed to promote various products produced by ADSTP, such as traditional dance show, school trip programme, maps and others. Unavailability of the marketing officer is a very crucial issue to ensure sustainability of the effects of the Project.</p>
Input (human resource)	<p>Are counterpart personnel assigned as planned and contributing to produce the Outputs?</p> <p>Were JICA Experts assigned as planned and contributing to create the outputs?</p>	<p>The C/P personnel for the Museum were not assigned as planned as mentioned above. A tourism marketing officer has not appointed by SLTPB yet. (see the ANNEX 2 : Placement Record of Sri Lankan Counterparts) However, the assigned personnel contributed very well to produce the outputs.</p> <p>Yes. There was some additional contribution, too.(see the ANNEX 1 : Placement Record of JICA Experts)</p> <p>The JICA experts worked closely with the counterpart personnel and contributed to create the Outputs effectively.</p>
Input (Equipment)	<p>Were the equipment purchased as planned?</p> <p>Were quality and quantity of the equipment satisfactory?</p>	<p>Yes, almost. However, several lab equipment were not used, yet as there is no water supply in the lab.</p> <p>Yes. There was no problem so far.</p>
Input (training in Japan)	<p>Was the counterpart training in Japan conducted as planned?</p>	<p>(1) Counterpart training in Japan was scheduled to be conducted in the 1<sup>st</sup> phase of the Project; however, delayed as the counterpart personnel was not assigned in time.</p> <p>(2) The first training was conducted from 9<sup>th</sup> to 30<sup>th</sup> of January, 2010. Three officers of the Museum, the Museum Keeper, Research Officer II (Exhibition) and Research Officer II (Public Coordination) participated in</p>

Evaluation Items		Evaluation results
Main Items	Sub-Items	
		<p>the training in Japan on Museum Operation. The participants gained a knowledge and experience in operation and management of the Museum, special exhibition and activities, method of exhibition, public coordination and others. The experience was shared by the staff of the Museum.</p> <p>(3) The second training was conducted from March 12 to 29, 2010. The Divisional Secretary of Dambulla, the then Project Manager of CCF Sigiriya World Heritage Site, officer-in-charge of Japan Market / Information Assistant of SLTPB participated in the training in Japan on Tourism Promotion. The participants gained a knowledge and experience on tourism promotion by private-public partnership, structure and activities of tourism associations in Japan, museum as a tourism resource and others. The participants practically experienced activity-based and cultural tourism by participating in rice-cake making, ceramic work, etc. The participants obtained various ideas which could be adopted in Sigiriya-Dambulla.</p>
Input (Budget)	Was the amount and timing of disbursement of the project budget of GOSL appropriate?	<p>(1) It is a positive step forward that most of the requested budget allocation for the Museum was approved for 2010, while there was no specific budget allocation for the Museum in 2009.</p> <p>(2) During the first half of 2010, although the budget was allocated, the officers of the Museum had a difficulty to obtain necessary fund for their duties in time, for example, for children's programme, cultural shows, generator fuel, and consumables for cleaning and maintenance.</p> <p>(3) Meeting with MNHCA and CCF Head Office officers in June 2010 resulted in provided some solution to the disbursement problem. The Museum was able to purchase certain amount of generator fuel and other daily consumable items for cleaning in August 2010.</p> <p>(4) However, even currently, fuel for generator has not been stocked in an appropriate amount, thus results in frequent blackout in September 2010. (3 times during the two weeks starting from early Sep. 2010)</p> <p>(5) The new PM of CCF Sigiriya Heritage Site has recognized the issue on maintenance and fund disbursement and keen to solve the problem.</p>
Unexpected inputs and outputs	Were there any unexpected or extra inputs or outputs so far made?	<p>(1) ADSTP implemented a New Year Festival by their own initiative without any support from JICA.</p> <p>(2) Museum officers planned, organized, implemented and managed the traditional traps exhibition by themselves to an unexpected extent.</p>
Logic to attain Outputs	Will the Outputs be attained if all the planned activities were conducted? Were the pre-conditions to implement activities were fulfilled?	<p>There is no problem in the logic to attain outputs.</p> <p>Three pre-conditions of the project were not fulfilled at all as follows:            (1) Museum is constructed as it is planned            (a) There was a long delay in construction of the Museum (11-month delay : Aug. 2008→July 2009)            (b) There was a delay of opening of the Museum (03-month delay: Apr. 2009→July 2009).</p>

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		<p>(c) Information Centre was not included in the construction plan</p> <p>(2) Budget for the project secured by GOSL</p> <p>(a) There was no specific budget for the human resources of the Museum.</p> <p>(b) There was no specific budget allocation for the Museum for events and special programme (collect?)</p> <p>(3) Ensuring the timely assignment of sufficient C/P personnel, for the Project</p> <p>(a) There was a long delay in appointment of the staff of the Museum (05 month delay: Jan 2009 → May 2009)</p> <p>(b) Most of the staff of the Museum is double assigned.</p> <p>(c) No staff for the Museum with experience and skill in museum operation (CCF gave up new employment and transferred staff of CCF Sigiriya to the museum)</p>						
<b>Impact</b>								
Achievement forecast for the overall goal	<p>Looking at the level of achievement of the Project Purpose so far, are there prospects that the overall goal will be attained as an effect of the project?</p> <p>&lt;Overall Goal&gt;</p> <p>Promotion of tourism in Sigiriya and Dambulla area</p>	<p>The effects of the Project will definitely give positive impact on the promotion of tourism in the area, although the size of the impact will depend of the sustainability of the effects of the Project. The Museum will be an important value-addition to the Sigiriya Heritage site and productions and events of ADSTP will give unforgettable experiences to the tourists. See the following table for the level of achievement of the planned target measure by indicators</p> <table border="1"> <thead> <tr> <th>Indicators for Overall Goal</th> <th>Level of achievement</th> </tr> </thead> <tbody> <tr> <td>1. The number of visitors to the Sigiriya Heritage site is increased to 600,000 per year.</td> <td>The latest data on number of visitors to the Sigiriya Heritage site for the period of one year is around 500,000 although the target was 600,000. The target would be reached in near future, because the number of visitors has been increased in the last two years as shown in the following figures, after the improvement of the security situation of the country.</td> </tr> <tr> <td>2. The satisfaction level of visitors to Sigiriya and Dambulla area is increased.</td> <td>The updated data on satisfaction level of visitors to Sigiriya and Dambulla is not available, as no study has been conducted after the above-mentioned survey. It is necessary to conduct a similar kind of survey at the time of Ex-post Evaluation. The Museum and ADSTP were commenced just around one year ago. There are other important factors to influence the satisfaction of the visitors, such as accommodation and food. Therefore, it is still difficult to predict the size of impact of them on the level of satisfaction.</td> </tr> </tbody> </table>	Indicators for Overall Goal	Level of achievement	1. The number of visitors to the Sigiriya Heritage site is increased to 600,000 per year.	The latest data on number of visitors to the Sigiriya Heritage site for the period of one year is around 500,000 although the target was 600,000. The target would be reached in near future, because the number of visitors has been increased in the last two years as shown in the following figures, after the improvement of the security situation of the country.	2. The satisfaction level of visitors to Sigiriya and Dambulla area is increased.	The updated data on satisfaction level of visitors to Sigiriya and Dambulla is not available, as no study has been conducted after the above-mentioned survey. It is necessary to conduct a similar kind of survey at the time of Ex-post Evaluation. The Museum and ADSTP were commenced just around one year ago. There are other important factors to influence the satisfaction of the visitors, such as accommodation and food. Therefore, it is still difficult to predict the size of impact of them on the level of satisfaction.
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Evaluation Items		Evaluation results	
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	Were there any disturbing factors to attain the overall goal?	<p>3. ADSTP carries out tourism promotion activities regularly by getting fund.</p> <p>It should be noted that some basic museum policy in place to date contradicts the museum concepts of 'customer first' and 'activity-based museum attracting repeat visitors and prolonged stay'.</p> <ul style="list-style-type: none"> <li>➤ Opening hours do not take into account the local commuting conditions both officers and staff, resulting in hours where the Museum is visibly understaffed and unwelcoming.</li> <li>➤ Despite the large amount of money and effort spent on making the building e.g. handicapped-friendly and a place of rest and leisure, current ticket policy allows single entry on a single day by site ticket holders only (this policy notably has a negative impact on the Information Centre, probably affects shops sales and café sales negatively, and discourages repeat visitors).</li> <li>➤ Café is still not under operation, some cubicles remain closed, and thus the Museum looks unfinished and/or already broken down.</li> </ul> <p>There are several concerns about the sustainability of ADSTP as indicated in the column of "sustainability"</p>	<p>It is still difficult to predict whether ADSTP will carry out tourism promotion activities regularly by getting fund. There are both positive factors and concerns.</p>
Impacts occurred as ripple effects	<ul style="list-style-type: none"> <li>• policy,</li> <li>• technical aspect,</li> <li>• environment,</li> <li>• socio-economy,</li> <li>• organization, finance</li> </ul>	n/a	
Logic to attain the Overall Goal	<p>Is the Overall Goal realistic and directly related to the Project Purpose?</p> <p>Is the important assumption to attain the Overall Goal still appropriate and realistic?</p>	<p>No problem with the logic to attain the Overall Goal.</p> <p>Yes, The priority level of the Government policies and acts for the museum and tourism sector is sustained.</p>	

Evaluation Items		Evaluation results
Main Items	Sub-Items	
Sustainability		
Policy	Does GOSL have a policy and strategy to support and maintain the effects of the Project?	<p><u>Museum</u></p> <p>(1) Positive factor The Museum was constructed by initiative of GOSL spending Rs. 327 million of 2KR counterpart fund. This shows the commitment of GOSL to maintain the Museum attractive enough to meet the investment.</p> <p>(2) Concern: n/a</p> <p><u>ADSTP</u></p> <p>(1) Positive factors</p> <p>(a) Tourism sector is one of the most important development sectors identified in “Mahinda Chintanaya” There are special programme to promote tourism, such as “Visit Sri Lanka” in 2011.</p> <p>(2) Negative factor</p> <p>(a) There is no policy or strategy in GOSL for regional tourism promotion with community participation.</p> <p>(b) There is no divisional level organization which is entrusted and plays a leading role in tourism promotion.</p>
Organization	Do the implementing agency and other related agencies have organizational capacity (human resource) to maintain the effects of the Project?	<p><u>Museum</u></p> <p>(1) Positive factor</p> <p>(a) Five cadre positions to the Museum have been approved .</p> <p>(2) Concerns</p> <p>(a) No full-time officers were appointed to the Museum yet due to the delay in examination and interviews. The present officers still have double duties.</p> <p>(b) There are three main command lines in the organization of CCF, namely excavation, conservation and administration. However, there is no command line of museums although CCF has 11 museums to date.</p> <p>This structure gives several negative effects to the operation and management of the Museum as follows:</p> <ul style="list-style-type: none"> <li>• Museum does not have a particular Director-in-charge in CCF head office and therefore receives instructions from Directors of development, finance and others, which sometimes create confusion.</li> <li>• As there is no particular Director who has the sole responsibility for the Museum, Museum has not been given adequate attention by CCF head office to solve administrative issues and develop its operation and management.</li> <li>• Under the current system, the period and experience working museum jobs could count negatively in the CCF officers’ career, because currently these jobs exist outside of established lines of promotion.</li> </ul>

Evaluation Items		Evaluation results
Main Items	Sub-Items	
		<p><u>ADSTP</u></p> <p>(1) Positive factors</p> <p>(a) ADSTP was registered and obtained a legal status.</p> <p>(b) The members of ADSTP had obtained experience to conduct tourism-related activities during the last one year period by participate in the pilot projects. Team spirit was created among the members through the study tour. The key members of ADSTP, such as Divisional Secretary, officers of DS, SLTPB, UDA and other members including representatives of guest house associations recognized the importance of the association and are motivated to continue the activities.</p> <p>(c) The draft of Tourism Promotion and Marketing Plan was formulated and to be finalized by the end of the Project. Action plan of ADSTP for the year 2011 also will be formulated by the end of the Project</p> <p>(d) Divisional Secretary requested MED to assign an officer-in-charge of tourism to the DS office, who is going to play a leading role in ADSTP.</p> <p>(2) Concerns</p> <p>(a) ADSTP has so far relied heavily on the leadership by officers of DS and SLTPB who has taken personal interest and spend much effort on tasks that has not been institutionalized in their own job descriptions.</p> <p>(b) The higher authorities of DS and SLTPB, such as District Secretariat and MED as well as senior officers of SLTPB do not have much awareness about ADSTP.</p> <p>(c) At the moment, a national staff member of COTS is working in the office of ADSTP full-time. All the other members of the association have their main duties and profession and participate in the association as volunteers. After the Project, there will be no full-time staff for ADSTP or an officer-in-charge of tourism in DS office, who is going to play a leading role in administration of ADSTP.</p>
financial aspects	Do the staff of the Museum and members of the ADSTPB have financial capacity to maintain the effects of the Project?	<p><u>Museum</u></p> <p>(1) Positive factors</p> <p>(a) Budget allocation for the Museum was approved for 2010.</p> <p>(b) Meeting with MNHCA and CCF Head Office officers in June 2010 brought some solution to the disbursement problem. Museum was able to purchase certain amount of generator fuel and other consumable items for cleaning in August 2010.</p> <p>(c) The new PM of CCF Sigiriya has recognized the issue on maintenance and fund disbursement and keen to solve the problems.</p> <p>(2) Concerns</p> <p>(a) Utility payment and purchase of essential items for the Museum were always delaying and pending. Even after the above-mentioned meeting in June 2010, fuel for generator has not been stocked in appropriate amount yet; this resulted in frequent blackout in September 2010. (3 times during the two weeks starting from early Sep. 2010)</p> <p>(b) The website of the Museum is funded by the JICA Expert Team. CCF is still not ensured the budget to</p>

Evaluation Items		Evaluation results
Main Items	Sub-Items	
		<p>finance for the maintenance of the website.</p> <p><u>ADSTP</u></p> <p>(1) Positive factors ADSTP hosted the New Year Festival in April 2010 without any financial assistance from JICA.</p> <p>(2) Concerns ADSTP has not yet secured fund to implement future activities, including initial investment for the planned activities, expenses for promotion of the products, administration and others.</p>
Technology	Do the staff of the Museum and members of the ADSTPB have technical capacity to maintain the effects of the Project?	<p><u>Museum</u></p> <p>(1) Positive factor Overall, museum officers are confident of their capabilities and thus are willing to learn, after experiencing one year of operation.</p> <p>(2) Concerns Management and operation of the Museum should be further improved by establishing functional and effective communication channels with the CCF head office and key officers in CCF Sigiriya Heritage Site.</p> <p><u>ADSTP</u></p> <p>(1) Positive factors (a) A JOCV working for the DS is willing to support marketing of ADSTP. She is willing to negotiate with tourists, hotels, schools and others to promote the products of ADSTP, such as traditional dancing teams, school trip packages and tourist maps.</p> <p>(2) Concerns (a) JICA experts of COTS have played a leading role in ADSTP. There was not enough time for the experts to transfer all the know-how to the members of the ADSTP during their limited time of assignment. (b) Need of involvement of a marketing officer of SLTPB to the process of formulation of Tourism Promotion and Marketing Plan was identified, however, no one has been appointed yet</p>
	Will the transferred technology spread to other areas?	<p>(1) There is a possibility that staff of other museums in the country would learn from the management and operation system of the Museum. Staff of Galle Museum and Railroad Museum visited the Museum for the purpose.</p> <p>(2) The ADSTP could be a model for private-public partnership effort for regional tourism promotion, which can be introduced in other tourist destinations in Sri Lanka. The following matters are ready for duplication:</p> <p>(a) Article of association (b) List of the members (c) Group formation (d) Website</p>

Evaluation Items		Evaluation results
Main Items	Sub-Items	
		(e) Database for guest houses, shops and restaurant (f) Tourist resource maps and other materials (g) Pilot projects
	Will the equipment provided by JICA be appropriately maintained & operated?	There is no problem for maintenance and operation of the equipment provided by COTS.

**ANNEX 9 : List of Stakeholders interviewed**

Organization	Name	Title/ position
MNHCA	Mr. Wimal Rubasinghe	Secretary
MED	Mr. Sunil Hettiarachchi	Director General
CCF	Mr. Kodituwakku	Act. Director General
	Ms. N. Maldeniya	Director, Development
	Mr. Aarath Wijesekara	Director, Finance
	Mr. Chandana Ellepola	Consultant Architect, Construction Project, and Director-Conservation, CCF-Sigiriya
SLTPB	Mr. Ushan Edirisinghe	In-charge – Far East & Australasia Markets
	Ms. Chandani Herath	Information Officer at Sigiriya Museum Information Centre
CCF- Sigiriya Project	Mr. Wajira Fernandez	Project Manager
	Mr. Kusumsiri Kodituwakku	Museum Keeper of Sigiriya Museum
	Ms. U. G. Chandralatha	Research Officer II (Exhibition) at Museum
	Mr. Chandana Weerasena	Research Officer II (Public Coordination) at Museum
	Mr. Dayananda Kasthuri	Research Officer (Maintenance) at Museum
	Ms. Basnayake	Research Officer II (Archive) at Museum
	Mr. Kodagoda	Information Officer at Museum
Divisional Secretariat, Dambulla	Ms. R. M. C. M. Herath	Divisional Secretary
	Mr. Ratnayake	Assistant Director, Planning
	Ms. Weerawardhana	Assistant Divisional Secretary
	Ms. Jeevan Kumari	Development Coordinator
	Ms. S. D. P. Weerathne	Environmental Officer
	Ms. H. G. Chandrani Ranmyaratha	Cultural Officer
ADSTP	Mr. Lionel Gunasekara	President, Sigiriya Guest House Association
	Mr. Sanath Wijesekara Patirana	President, Dambulla Guest House Association
	Ms. P.M.G. Anoma Malkanthi	Coordinator, Dambulla Women’s Association
	Mr. A. W. Somaratne	Director, Urban Development Authority, Dambulla
	Mr. Maruis Perera	President, Cultural Triangle Hotelier’s Association
	Mr. K.M.S. Karunaratna	Ex Project Manager, Sigiriya World Heritage Site, CCF
JICA Expert Team	Mr. Akira Doi	Chief Advisor
	Mr. Harunobu Kobiki	Museum Operation and Management
	Dr. Yoshiko Abe	Museum Technique/ Audio Visual
	Ms. Keiko Kani	Information Centre
	Mr. Go Kimura	Tourism Promotion Planning
	Mr. A.A.M. Reznideen	Local Staff
JOCV	Ms. Anri Aoki	JOCV, Dambulla DS
	Ms. Aya Matsumoto	JOCV, Dambulla DS
TRIP	Mr. Jagath Siriwardana	Community Participation

## ANNEX 10 : Project Design Matrix 3

Name of the Project : Project for Development of Culture oriented tourism in Sigiriya

Target Area : Dambulla Divisional Secretariat Area

Project period : 01.06.2008 – 31.12.2010

Target group : Staff of Museum, private and public sectors, international and domestic tourists, local community

6 March 2010

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b> Promotion of tourism in Sigiriya and Dambulla area	<ol style="list-style-type: none"> <li>The number of visitors to the Sigiriya Heritage site is increased to 600,000 per year.</li> <li>The satisfaction level of visitors to Sigiriya and Dambulla area is increased.</li> <li>ADSTP carries out tourism promotion activities regularly by getting fund.</li> </ol>	<ol style="list-style-type: none"> <li>Statistics of CCF on number of visitors to the Sigiriya Heritage site.</li> <li>Interview survey in the baseline survey of the Project conducted in March 2009</li> <li>Interview survey to the visitors to the area to be conducted in ex-post monitoring.</li> <li>Activity and financial records of ADSTP and interviews to the members of ADSTP be conducted in ex-post monitoring.</li> </ol>	<ul style="list-style-type: none"> <li>No very serious economic recessions in the world.</li> <li>Public security of Sri Lanka is ensured</li> </ul>
<b>Project Purpose</b> Synergetic enhancement* of the museum activities and the tourism in the Sigiriya area <i>* Definition of Synergetic enhancement: The operation of Sigiriya Museum and the tourism promotion activities for Dambulla – Sigiriya are executed with a close coordination.</i>	<ol style="list-style-type: none"> <li>The number of visitors to the Sigiriya Museum is increased to 180,000 per year.</li> <li>More than 70% of the visitors to the Museum are satisfied with the Museum.</li> <li>Tourism Information Centre at the Museum makes public available more than two kinds of information collected by ADSTP.</li> <li>ADSTP and CCF carry out joint-events more the two times in 2010.</li> </ol>	<ol style="list-style-type: none"> <li>Monthly report of the Museum</li> <li>Interview survey to the visitors to the Museum.</li> <li>Project report and site visit to the Tourist Information Centre.</li> <li>Project report and interviews to ADSTP.</li> </ol>	<ul style="list-style-type: none"> <li>The priority level of the Government policies and acts for the museum and tourism sector is sustained.</li> <li>Public security of Sri Lanka is ensured.</li> </ul>
<b>Outputs</b> 1. Establishment and development of functions (Museum operation planning, display designing, facility management etc.) for the new museum	<ol style="list-style-type: none"> <li>Operational Management Plan for the Museum is approved and utilized by CCF.</li> <li>Full-time staff are assigned and working in the museum.</li> <li>Special exhibitions are conducted and changed twice a year.</li> <li>Special lectures or events open to visitors/ tourists are conducted more than once a month.</li> <li>The Museum staff gains more than 80% of the skills and knowledge, which were identified as training requirement.</li> <li>The Museum is not closed irregularly without informing public of it in advance.</li> </ol>	<ol style="list-style-type: none"> <li>Interview to the Project Team</li> <li>Museum monthly report</li> <li>Self evaluation on capacity building by Museum staff</li> <li>Project report and site visit to the Museum</li> </ol>	<ul style="list-style-type: none"> <li>Public security of Sri Lanka is ensured.</li> </ul>
2. Providing information for visitors' demand about the Sigiriya area	<ol style="list-style-type: none"> <li>The number of access to the web-site of the Museum per month is increased twofold, from 1 month after site uploading to 1 year after site uploading.</li> <li>Tourist Information Centre is established.</li> <li>Information materials are displayed and distributed.</li> </ol>	<ol style="list-style-type: none"> <li>Web-site access counter.</li> <li>On-site check.</li> <li>Displayed or distributed information materials.</li> </ol>	
3. ADSTP is established and the execution capacity by the association members is built.	<ol style="list-style-type: none"> <li>ADSTP is officially registered.</li> <li>ADSTP's activity plans for 2010 and 2011 is formulated.</li> <li>Pilot projects for capacity development of ADSTP are implemented.</li> <li>ADSTP obtains fund or income necessary for the activities.</li> </ol>	<ol style="list-style-type: none"> <li>ADSTP's organizational rule, member list, registration certificate.</li> <li>Plan of operation</li> <li>Activity record (minutes of meeting, etc.) of ADSTP and COTS progress report.</li> <li>Activity and financial records of ADSTP and interviews to the members.</li> </ol>	
4. Formulation of a proposal for tourism promotion and marketing plan for Sigiriya and Dambulla area	<ol style="list-style-type: none"> <li>The members of working groups and committee contribute in formulation of the proposal through participation.</li> <li>The proposal for tourism promotion and marketing for Sigiriya and Dambulla area is formulated and acknowledged by stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>Interviews with ADSTP and stakeholders and attendance record of meetings and activities of ADSTP.</li> <li>The proposal of tourism promotion and marketing</li> </ol>	
<b>Activities</b>	<b>Input</b>		
<ol style="list-style-type: none"> <li>Assist the museum               <ol style="list-style-type: none"> <li>Preparation and coordination of functions for the new museum.                   <ol style="list-style-type: none"> <li>Developing total coordination capacity.</li> <li>Developing technical coordination capacity.</li> <li>Developing management coordination capacity.                       <ul style="list-style-type: none"> <li>Assist to have the weekly meeting, monthly meeting, preparation of the monthly report.</li> <li>Implementation of special exhibition.</li> <li>Implementation of joint events with ADSTP.</li> </ul> </li> </ol> </li> <li>Training of museum staff. (Museum keeper, officers in charge of planning, marketing officer, maintenance officer, officer in charge of archiving, conservation lab, information center staff)</li> <li>Production of the AV programme.                   <ol style="list-style-type: none"> <li>Production of 3-dimensional computer graphics video.</li> <li>Assisting production of introductory video programme.</li> </ol> </li> </ol> </li> <li>Assist the information centre               <ol style="list-style-type: none"> <li>Preparation of data and materials</li> <li>Set-up of the web site</li> <li>Preparation of information and educational materials.</li> <li>Coordinating construction of tourist information centre.</li> <li>Assisting operation and management of the information centre in the new museum.</li> </ol> </li> <li>Assist ADSTP               <ol style="list-style-type: none"> <li>Assist building the organizational structure.</li> <li>Assist registration of ADSTP.</li> <li>Developing institutional capacity.                   <ul style="list-style-type: none"> <li>Set-up and update website.</li> <li>Establish basic operation system.</li> </ul> </li> <li>Collection of tourist information.</li> <li>Implementation of the pilot projects.</li> <li>Implementation of joint events with CCF.</li> </ol> </li> <li>Assist formulation of a proposal for tourism promotion and marketing               <ol style="list-style-type: none"> <li>Implementation of the needs and information survey for the proposal for tourism promotion and marketing.</li> <li>Formulation of a proposal for tourism promotion and marketing by participatory approach through ADSTP.</li> <li>Feeding back the results of the pilot projects to the proposal for tourism promotion and marketing.</li> </ol> </li> </ol>	<b>Japanese side</b> <ol style="list-style-type: none"> <li>Experts</li> <li>Counterpart Training               <ul style="list-style-type: none"> <li>Counterpart Training in Japan</li> <li>Counterpart Training in Sri Lanka and/or third countries</li> </ul> </li> <li>Equipment (computers, printers, 3D related equipment, etc.)</li> </ol>	<b>Sri Lankan Side</b> <ol style="list-style-type: none"> <li>Counterparts               <ul style="list-style-type: none"> <li>Project Director / Deputy Project Director</li> <li>Project Manager</li> <li>Museum Keeper</li> <li>Museum staff                   <ul style="list-style-type: none"> <li>Officers in charge of planning (exhibition, public programme)</li> <li>Marketing officer</li> <li>Officers in charge of maintenance and monitoring (archiving, building and grounds maintenance, cleaning)</li> <li>Security officers</li> <li>Floor staff, or staff in daily contact with visitors (gallery attendants, receptionists, security, maintenance, conservation lab, ticket and book sales)</li> <li>Operators (display equipment and other major equipment)</li> </ul> </li> </ul> </li> <li>Information Center staff</li> <li>ADSTP committee members</li> <li>Project Office</li> <li>Local Cost</li> </ol>	<ul style="list-style-type: none"> <li>Equipment for interpretative display and presentation under the JICA grant aid scheme is supplied to the new museum as it is planned.</li> </ul> <p>Pre-conditions</p> <ul style="list-style-type: none"> <li>The museum is constructed as it is planned.</li> <li>Budgets for the project secured by the Sri Lankan government</li> <li>Ensuring the timely assignment of sufficient C/P personnel for the project</li> </ul>

Note: ADSTP stands for Association for Dambulla-Sigiriya Tourism Promotion.







