

**Democratic Socialist Republic of Sri Lanka
Urban Development Authority**

Project on Capacity Development for Urban Planning

Project Completion Report

July 2025

Japan International Cooperation Agency (JICA)

**Oriental Consultants Global Co., Ltd.
Almec Corporation**

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Project Title: Project on Capacity Development for Urban Planning

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Submission Date: 24 July 2025

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List of Abbreviations

CEA	Central Environmental Authority
CITY-UP	Project nickname
O&M	Operation & Maintenance
DDG	Deputy Director General
DSD	Divisional Secretariat Division
CoMTrans	The Urban Transport System Development Project for Colombo Metropolitan Region and Suburbs
MC	Municipal Council
SLLRDC	Sri Lanka Land Reclamation & Development Corporation
R/D	Record of Discussions
DG	Director General
ADG	Additional Director General
NAS	Network Attached Storage
PDM	Project Design Matrix
UC	Urban Council
PS	Pradeshiya Sabha
M&E	Monitoring and Evaluation
PO	Plan of Operation
PPP	Public-Private Partnership
PET	Plan Evaluation Team
ToT	Training of Trainers
JCC	Joint Coordinating Committee
NPPD	National Physical Planning Department
NBRO	National Building and Research Organisation
JET	JICA Expert Team
JICA	Japan International Cooperation Agency
DMC	Disaster Management Centre
PC	Provincial Council
KPI	Key Performance Indicator
MM	Meeting Minutes
SEA	Strategic Environmental Assessment
L.A.	Local Authority
GIS	Geographical Information System
IAMUP	Inter-agency Meeting for Urban Development Plan Prioritisation
MUDCH	Ministry of Urban Development, Construction and Housing
UDA	Urban Development Authority
URC	Urban Research Centre
RDA	Road Development Authority
SPV	Special-Purpose Vehicle
UPS	Uninterruptable Power Supply

I. Basic Information of the Project

1 Country

Democratic Socialist Republic of Sri Lanka

2 Title of the Project

Project on Capacity Development for Urban Planning

3 Duration of the Project (Planned and Actual)

Planned: From the 16th of February 2022 to the 31st of January 2025

Actual: From the 16th of February 2022 to the 31st of July 2025

4 Background [from Record of Discussions (R/D)]

Based on the minutes of meeting of the Detailed Planning Survey for the Project on Capacity Development for Urban Planning (hereinafter referred to as “the Project”) signed on the 21st of October 2021 by the State Ministry of Urban Development, Waste Disposal and Community Cleanliness, Urban Development Authority, and the Ministry of Finance of the Democratic Socialist Republic of Sri Lanka (hereinafter referred to as “the Counterpart”) and the Japan International Cooperation Agency (hereinafter referred to as “JICA”), a series of discussions was held by JICA with the Counterpart and relevant organizations to develop a detailed plan of the Project.

The purpose of the record of discussions (hereinafter referred to as “the R/D”) for the project was to establish a mutual agreement for its implementation by both parties and to agree on the detailed plan of the Project, which was implemented within the framework of the Agreement on Technical Cooperation signed on the 12th of October 12, 2005 (hereinafter referred to as “the Agreement”) and the Note Verbales exchanged on the 5th of May 2021 between the Government of Japan and the Government of the Democratic Socialist Republic of Sri Lanka.

The Counterpart was responsible for the implementation of the Project in cooperation with JICA, coordination with other relevant organizations and ensuring that the self-reliant operation of the Project would be sustained during and after the implementation period. This way, the Project contributes towards the social and economic development of the Democratic Socialist Republic of Sri Lanka.

Both parties also agreed that the Project would be implemented in accordance with the “Basic Principles for Technical Cooperation” published in 2016 (hereinafter referred to as “the BP”), unless other arrangements were agreed upon in the R/D.

5 Overall Goal and Project Purpose [from Record of Discussions(R/D)]

Overall Goal: UDA is able to deliver high quality urban plans through the effective functions of the Urban Research Centre (URC).

Project Purpose: The Urban Research Centre (URC) effectively functions as the coordination and data hub to utilise modern urban planning methods in UDA.

6 Implementing Agency

Urban Development Authority

II. Results of the Project

1 Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

(1) Amount of input by the Japanese side

Approximately 190 million Japanese Yen

(2) Expert dispatch

Since the commencement of the Project, a total of thirteen (14) JICA experts was dispatched, and total 47.92 person-months were counted as of the end of June. The number of each expert assigned is as follows:

Table 1: List of Experts Dispatched

Position, Name	Person-Month	Major Activities
Chief Adviser / Urban Development <i>UMEMURA Junya</i>	Sri Lanka: 5.83 MM Japan: 1.30 MM Total: 7.13 MM	<ul style="list-style-type: none"> Management of all activities conducted in this project Coordinating with the C/P (UDA/URC)
Deputy Chief Adviser / Capacity Development <i>KUDO Toshiaki</i>	Sri Lanka: 2.97 MM Japan: 0.65 MM Total: 3.62 MM	<ul style="list-style-type: none"> Management of all activities by supporting the Chief Advisor
Urban Planning <i>ABE Tomoko</i>	Sri Lanka: 2.50 MM Japan: 1.40 MM Total: 3.90 MM	<ul style="list-style-type: none"> Activities to improve the planning process and monitoring and evaluation of plans which is an additional process
Environmental Analysis / Ecosystem / Disaster Management <i>Kamusoko COURAGE</i>	Sri Lanka: 0.50 MM Japan: 0.50 MM Total: 1.00 MM	<ul style="list-style-type: none"> Technical guidance on Environmental Analysis and Ecosystem for planning
Architecture / Urban Design <i>MATSUOKA Kenichiro</i>	Sri Lanka: 1.70 MM Japan: 1.55 MM Total: 3.25 MM	<ul style="list-style-type: none"> Technical assistance on Urban Design for planning Technical guidance through the development of Battaramulla Guide Plan, which was a pilot project
Land Use <i>GONAI Yoshimizu</i>	Sri Lanka: 1.80 MM Japan: 3.40 MM Total: 5.20 MM	<ul style="list-style-type: none"> Technical guidance on analysis and planning for land use and disaster management Technical guidance on data acquisition and analysis using drones
GIS <i>MIYAO Kayoko</i>	Sri Lanka: 2.37 MM Japan: 0.93 MM Total: 3.30 MM	<ul style="list-style-type: none"> Contribution to improving planning capacity through teaching various analytical techniques using GIS.

Position, Name	Person-Month	Major Activities
Public Consultation <i>TERAWAKI Shinji</i>	Sri Lanka: 2.10 MM Japan: 1.15 MM Total: 3.25 MM	• Technical guidance on participatory planning methods, which also became an additional planning process
Environmental and Social Considerations <i>KURAMOTO Kenichi</i>	Sri Lanka: 1.23 MM Japan: 0.70 MM Total: 1.93 MM	• Guidance on socio-environmental consideration methods in planning using the Strategic Environmental Assessment (SEA) method
Advanced Technology (2D/3D/DX) <i>Chewin SIRISAK</i>	Sri Lanka: 0.63 MM Japan: 1.87 MM Total: 2.50 MM	• Contribution to the improvement of planning technology using 3D, AI, and AR
Database for Urban Planning <i>Hakan YUKSEL</i>	Sri Lanka: 2.87 MM Japan: 0.88 MM Total: 3.75 MM	• Consultation on the establishment of database systems, installation of equipment and identification of functions and roles with a view to utilisation.
Organizational Strengthening <i>Eric BAYE</i>	Sri Lanka: 1.67 MM Japan: 1.10 MM Total: 2.77 MM	• Various considerations, discussions with CPs and proposals to improve the organisational aspects of the URC
Training Management <i>TEH Yee Sing</i>	Sri Lanka: 0.33 MM Japan: 0.90 MM Total: 1.23 MM	• Management of training plans, and assisting with GIS and other technical trainings.
Transport Planner <i>SHIMIZU Subaru</i>	Sri Lanka: 0.40 MM Japan: 0.75 MM Total: 1.15 MM	• Technical assistance for transport considerations in urban planning.
TOTAL	Sri Lanka: 29.03 MM Japan: 18.89 MM Total: 47.92 MM	

Note: In addition to the above JICA experts, *Rikako TODA* had been dispatched to support all activities.

Source: JET

(3) Receipt of training participants

Thirty (30) URC members were the target of the trainings provided in this project work. There were also personnel changes within the UDA during the implementation of the project, so that at the end of the project there were twenty five (25) URC members. Details are listed in ANNEX 1-2.

The training programme was delivered throughout the project, basically in Sri Lanka, both in-person and online. A total of 99 training sessions had been conducted, totalling 224 hours. In addition to this, a study visit was conducted in Singapore. The main training programmes are as follows:

Table 2: List of Training Modules Conducted

Training Title	No. of Sessions
OA1: Urban Planning System and Formulation Process	5
OA2: Organisation and Management of Data	4
OA3: Organisation Role	1
LU1&2: Spatial Data Capture and Analysis and Land Use Planning	23
LU3: GIS	12
EV1: Environmental Analysis and Disaster Management	11
EV2: Climate Adaptation and Low Carbon	1
EV3: SEA	2

Training Title	No. of Sessions
UD1: Guide Plan Formulation and Urban Design	10
UD2: Urban Visualisation and Simulation	8
SE1: Socioeconomic Analysis and Planning	2
SE2: Economic Development of City	1
PC1: Public Consultation	6
IS1: Transportation	7
IS2: Infrastructure	2
HS1: Housing Planning	1

Source: JET

(4) Equipment provision

The equipment items delivered through the project are listed below, at a total cost of 13.4 million JPY.

Table 3: List of Equipment Provided

Equipment	No.	Cost
Multifunction Laser Printer (Canon IR ADVANCE DX C3822i)	1	352,477 JPY 962,080 LKR
UPS (ProLink 1.2kva Pro1201sfc)	1	12,121 JPY 30132 LKR
Note PC (Dell Mobile Precision Workstation 3581 CTO)	3	1,407,194 JPY 3,461,817 LKR
Desktop PC Set (OptiPlex 7010 Tower)	1	515,281 JPY 1,267,636 LKR
Server (PowerEdge R450 Server) and Microsoft Windows Server 2022	1 each	1,163,117 JPY 2,564,566 LKR
Software (ArcGIS Desktop- Pro Standard and basic), ArcGIS Server Enterprise Standard, and Maintenance Fee	1 each	8,114,027 JPY 54,270.80 USD
Software (ArcGIS Spatial Analyst and Network Analyst)	1 each	1,577, 519 JPY 9,794 USD
Drone Accessory (Battery Kit and RTK Module) *	1 each	279,640 JPY 575,000 LKR

Note: Exchange rate at the time of purchase. As for the Drone, UDA and JICA agreed that the drone itself (DJI Mavic 3 Enterprise (Universal Edition)) was purchased by UDA, and the necessary accessories were purchased by the JICA Project.

Source: JET

The number of computers was changed from the original assumption. Workstations were not purchased as UDAs already possessed them. Desktops were also changed to laptops to increase mobility and flexibility within the UDA and make utilization easier. With regard to software, the appropriate equipment was purchased by integrating database and software expenditures, as there was an overlap between what was being used for planning and what was needed for the database system construction.

(5) Overseas activities cost

A visit to leading practices in Singapore was undertaken as the Third Country Visit. The cost of this was 3,872,278 YEN. It included the following:

Table 4: Places of Visit During the Third Country Visit

Place of Visit	Contents
Urban Redevelopment Authority	<ul style="list-style-type: none"> Lecture on Singapore's land use planning Self-study at the Singapore City Gallery
Punggol Station and Boon Lay Station	<ul style="list-style-type: none"> TOD Development
Punggol Digital District	<ul style="list-style-type: none"> Sustainable industrial development and Digital District (DX)
Surbana Jurong	<ul style="list-style-type: none"> Urban Planning and implementation in emerging economies
Singapore Mobility Gallery	<ul style="list-style-type: none"> Transport System in Singapore
Little India, Boat Quay and Civic District	<ul style="list-style-type: none"> Site visit of Singapore's historic urban area: Shophouses and utilisation of monumental buildings

Source: JET

1-2 Input by the Sri Lankan side (Planned and Actual)**(1) Counterpart assignment**

The Urban Research Centre (URC) was established, and the URC Team Leader, Deputy Team Leader and Coordinator had been appointed in February 2022 before the project activity in Sri Lanka started.

The 30 members of the URC had been appointed on the 14th of March 2022. In addition, 61 Remote Resource Members had been appointed representing all regional offices and planning related divisions in UDA. In addition, as requested by the JCC members, the Director General of National Physical Planning Department and five officers from the National Physical Planning Department had been appointed as Remote Resource Members of URC.

The 30 core members of URC had been divided into four working groups namely:

- Land Use Planning,
- Environment and Urban Design,
- Socioeconomic and Community Planning, and
- Infrastructure and Project Management.

The Working Group Leaders had been appointed and they were responsible for managing the training and research activities of each group.

Throughout the project period, there were members who transferred or resigned from UDA, and as a result, the number of URC members decreased to 25 by the end of the project.

(2) Provision of offices, etc.

The Board of Management of UDA had allocated the following budget for the activities of URC and UDA's input for the JICA Project during the period.

- Initial establishment cost (Furniture and Equipment) Rs. 2,500,000
- Training Day Expenses..... Rs. 1,000,000
- Operation and maintenance cost of equipment provided by JICA Rs. 500,000
- Travel expenses for UDA project team for pilot project activities..... Rs. 1,000,000
- Data purchasing Rs. 200,000

The URC office had been prepared by UDA for URC activities as well as for this project, and UDA furnished the URC Office and arranged for the necessary furniture (working desks, a high table, working chairs, etc.). At the same time, JET members worked in the URC office space during the missions in Colombo, together with the URC members.

(3) Other items borne by the counterpart government

Based on budget allocation, URC covered necessary expenses for training and arranged pilot sites. In addition, UDA obtained and arranged data necessary for the project and facilitation for training implementation. Thus, the inputs by UDA shown in RD and MM were provided accurately in accordance with the progress of the project.

1-3 Activities (Planned and Actual)

The initial project duration was for three years, but this was extended to 3.5 years, mainly due to delays affected by the political and economic crisis in Sri Lanka. As a result of this change, some activities had been pushed back. Details for each activity are described below.

(1) Activities for Output 1: URC staff are capacitated to utilise ICT technology in urban planning methods

1) Capacity and needs assessment is conducted with a focus on URC members.

Initially, the activities were to be completed within three months from the start of the project. However, the activities took place for approximately one year. The economic and political crisis in Sri Lanka in 2022 affected the project activities, and the capacity and needs assessment took time to complete. At the same time, URC carefully analysed the situation of UDAs, and JET accordingly analysed the existing situation. This process was comprised the following:

- As a first step, URC provided the “Summary of the Write-ups by URC Members – Training Needs.” This summary is a document which compiled the needs and wants, such as necessary technical items in planning and expectations to the project, described by all URC members.
- Then, JET had conducted a series of meetings with the working groups which were organised by URC to confirm their needs and wants. In parallel, database and data management issues had been confirmed. As supplementary, needs assessments of provincial offices were conducted.
- JET had also analysed the existing development plans and the guide plans to find necessary training items which were not identified by UDA/URC

- JET had also confirmed capacity of each URC member from their CVs and previous working experiences, as a baseline.

The results were presented at the 2nd Joint Coordinating Committee (JCC) Meeting, which was held as a JCC Progress Meeting on the 5th of October 2023. Then later, the Capacity and Needs Assessment Report was completed in January 2023. Based on these activities, the following training programme was formulated.

2) Training modules and plans are developed for core urban planning methods.

This activity was also initially scheduled to be completed in the third month, but was completed at the same time as the above capacity and needs assessment. The CITY-UP Training Programme was presented at the 2nd Joint Coordinating Committee Meeting (JCC Progress Meeting) held on the 5th of October 2022. The basis of the training programme was confirmed. However, some slight gaps between the training programme which URC wants and the CITY-UP Training Programme were identified.

While an introduction of the training programme was also conducted on the 21st of October to all the URC members and the first training session for the overall planning theme (OA1) was conducted on the 27th of October 2022, further discussions had been made to confirm the technical contents of the CITY-UP Training Programme. Basically, JET had adapted the CITY-UP Training Programme to meet most of the URC's requests by covering topics other than Key Tasks in a supplemental manner. At the meeting with URC Team Leaders on the 2nd of November 2022, it was agreed and confirmed that the JICA project covered 50% of the training programme which URC proposed.

Thereafter, the training programme was documented as the "CITY-UP Training Plan Version 1" in January 2023 (attached as Separate Volume 2), which described not only the training modules, but also the viewpoint of CITY-UP Training, Correspondences with Key Tasks, Correspondences with Strategic Planning Approach, Correlation of Each Training Module, and Training Operation.

3) Planning software and relevant essential hardware are installed for formulation of plans.

Initially, the plan was to purchase and install the necessary hardware and software in the fifth month, but as the training programme and other projects progressed, the policy was to identify and purchase the equipment that was really needed and ensure that it would continue to be used. This change in operating policy was approved at the 3rd JCC conducted in September 2023, and was reflected in the Plan of Operation (PO).

■ Hardware (PCs)

Three (3) laptop PCs and one (1) set of desktop computers were procured. Regarding the computers, JET and URC initially planned to procure one (1) laptop computer, three (3) desktop computers and one (1) workstation as hardware, and three companies participated in the competition for quotations that was conducted in March 2023. However, after the selection of the contractor, the number of PCs ordered was changed at the request of URC, and the workstation was put on hold as URC already owned one.

■ Server (Database)

The server specifications required to build the system had been identified and approved by the UDA Board in October 2023. Accordingly, JET purchased the database following JICA's regulation, and it was delivered in December 2023. The specifications are summarised in the Monitoring Sheet Version 5, attached as Annex 5.

■ Software

It was agreed with the UDA/URC to procure the software considering the maintenance costs after the project. Approval from the UDA's Board was obtained, and the Software was purchased as listed below. As for the ArcGIS Desktop-Pro Standard and Basic, they could be used not only for database but also for planning purposes.

- ArcGIS Server Enterprise Standard (for Database)
- ArcGIS Desktop- Pro Standard (for Database and Planning)
- ArcGIS Desktop- Pro Basic (for Database and Planning)

In addition, originally it was agreed that "ArcGIS City Engine" would be purchased. However, as the result of discussions between JET and URC considering the actual utilisation for the planning formulation, it was recommended to purchase the 2 extensions for ArcGIS, namely, Network Analyst and Spatial Analyst.

■ Drone

After learning how to use the Drone, or Unmanned Aerial Vehicle (UAV) with the test equipment during the CITY-UP training shown in Activity 1-4, the policy was to scrutinise the specifications required and purchase the equipment. It was found that a drone with the specifications envisaged at the beginning of the project will not be sufficient for future use and that an expensive drone with better specifications is needed. As a result of discussions between URC and JET, it was decided that the drone itself would be purchased using UDA funds, while the battery kit and RTK module, which are accessories, would be purchased using JICA project funds. JICA agreed to this plan. In June 2025, UDA issued a letter confirming that it would purchase the drone with its own budget, and based on this, JET purchased the drone accessories.

4) Training programme are implemented for URC members.

■ Implementation of CITY-UP Training

The training was originally scheduled to start in the fourth month of the project, but due to delays in the development of the training plan, it was started in October 2022. In addition, although the training was planned to be carried out over a one-year period, it was decided to adopt a policy of conducting regular training modules throughout the project period considering more effective and continuous technology transfer.

The training programme was delivered throughout the project, basically in Sri Lanka, both in-person and online. A total of 99 training sessions had been conducted, totalling 224 hours. The training programme conducted was shown in an Annex 1. Details of the conducted training programme are described in Separate Volume 4: Training Implementation Report.

■ **Evaluation of the Training Result**

There were some discussions to confirm results of the trainings. In addition, in May-July 2024, a self-evaluation was conducted by distributing questionnaires to all URC members. Twenty-six (26) answered questionnaires were collected, which was 86% of the total URC members excluding the team leader, deputy team leader and coordinator. Summary of the evaluation are described in Separate Volume 4: Training Implementation Report.

(2) Activities for Output 2: Capacity of URC staff to conduct internal UDA training is strengthened through Training of Trainers (ToT).

1) Internal training modules will be divided into two categories for each urban planning methodology: those to be undertaken by URC staff and those to be outsourced.

This activity was delayed due to the Sri Lankan political and economic crisis, but was generally implemented as planned.

■ **Confirmation of the Previous Internal Trainings**

JET collected information on the internal trainings which had been conducted by UDA in the past few years. The previous trainings were conducted mainly in 2019, when the strategic planning approach and zoning factors were introduced.

JET understood that the previous trainings were not comprehensive, mainly focusing on technical themes. However, no evaluation mechanism had been applied. Since 2019, no major trainings had been conducted.

It was also found that several external resources supported UDA's internal trainings, such as Disaster Risk Reduction: National Building and Research Organisation (NBRO), University of Moratuwa, University of Colombo, University of Sri Jayawardenapura, the private sector, professional institutes, etc.

■ **Confirmation of the Visions and Aims**

Parallel to the formulation of the CITY-UP Training Programme, URC prepared a draft internal training programme. It was confirmed that the visions of both training programmes were in line with the project's overall goal and purpose.

■ **Necessary Improvements of Internal Trainings**

JET suggested the necessary improvements of the internal trainings which conducted before.

- The planning need was re-evaluated, and necessary components for formulation of urban plans were identified. URC composes its internal training programme with that of the CITY-UP Project. URC has been able to identify and classify the needs, and prepare the draft internal training plan.
- Evaluation mechanism should be established. URC proposed the credit system to evaluate capacity improvement of URC members internally.

■ Classification of the Training Programme

JET classified the modules of the UDA's internal training programme into 1) modules that can be conducted by URC/UDA, and 2) modules that need to be conducted by external resources.

Modules that could be conducted mainly by URC/UDA are identified below. It was noted that some of the modules needed support from external resources.

- | | |
|--|--------------------------|
| • Guide Plan and Zoning Regulations | • Demography |
| • Spatial Data Capture | • Economic Planning |
| • Land Use Planning | • Community Planning |
| • Urban Design, Urban Development and Guide Plan | • Project Prioritisation |
| • Disaster Management | • Urban Transport |
| • Natural Resource Conservation | • Housing Planning |

2) ToT is implemented on training programmes which are to be conducted by URC members.

This activity was carried out one year after the start of the project, which was about six months delayed. The selection of the theme took longer than originally planned. This was in response to the delay in the CITY-UP training in Activity 1-4. Furthermore, it was decided that the ToT (Training of Trainers) training and subsequent internal training and pilot projects would be conducted in parallel throughout the project period, so that the necessary skills could be effectively transferred whenever the need arose.

■ Selection of ToT Theme

The project would select 4 themes for ToT. The following criteria for theme selection were confirmed.

- a) As a project requirement: Trainings using the modules can be conducted by URC/UDA.
- b) Request by URC: Since technical capacity cannot be obtained for 1 year of the CITY-UP Training Programme, the project will keep supporting the conduct of trainings using the module.
- c) Technical items which need to be further improved.
- d) Technical items, which Sri Lankan external resources cannot be supported
- e) Other negative criteria, such as lack of software and hardware in the regional offices, and limitation of resources of JET

Initially, JET proposed the following 4 themes: 1) Spatial Data Capture; 2) Land Use Planning; 3) Urban Design, Development and Guide Plan; and 4) Community Planning. After that, URC had internal discussions, and suggested the themes in February 2023. After several discussions, it was agreed that JET would basically accept URC's proposal and confirmed at the 3rd JCC. The selected ToT themes are as follows:

- 1) Carrying capacity focusing on accommodated population in the proposed land use plan, also in relation to the development plan preparation process
- 2) Strategic Environmental Assessment (SEA) as part of the development plan process, also including impact assessment
- 3) Monitoring and evaluation as a major step of the development plan preparation process
- 4) Urban regeneration, urban design and innovative financing

■ ToT

The target participants of the ToT were URC members, and it was expected that they would become trainers and lead future internal trainings within the UDA. To ensure that the ToT and internal training are effectively conducted, a leader has been assigned to each theme..

- Carrying Capacity: Ms. Sukitha
- SEA: Ms. Thushara
- Monitoring and Evaluation: Mr. Shaveen
- Urban Design: Mr. Yasantha and Ms. Arthi

Training started as ToT began in June 2024. Details are described in Separate Volume 4: Training Implementation Report.

I. Carrying Capacity

The session for carrying capacity as a ToT was conducted on October 7, 2024. In the beginning, it was explained that “In an urban context, carrying capacity is the limit to which a city's infrastructure, resources (such as water, energy and food) and environment can support population growth and economic activities while maintaining a high quality of life.” After lecturing on the basics, technical guidance on method and calculation was given. This took a real city in Sri Lanka (Dambulla) to become the case study and enabled the application of the content of the lectures at Moratuwa University.

II. Strategic Environmental Assessment (SEA)

The EV-3: SEA at CITY-UP training was conducted on the 27th of June 2024 as a first step of ToT. It was also positioned as part of the Tangalle Development Plan, one of the pilot projects, hence the JETs visited Tangalle in advance to understand the local social and natural environment. This session was conducted as an introduction to SEA tools.

The second session was then held on the 21st of March 2025, pending progress in formulating the Tangalle Development Plan. This session was to include a workshop on concept plan development in Tangalle, with the first part of the day being a TOT session in SEA.

The workshop on the concept plan for Tangalle was then led by URC members, who worked together with officials and planners from the UDA Hambantota Office, which has jurisdiction over Tangalle and Local Authority officers, and was conducted as an internal training exercise.

III. Monitoring and Evaluation of Plan

On the 1st of July 2024, a combined session of OA1-3 and ToT for monitoring and evaluation of plans was conducted, as a part of OA Training as well as the 1st TOT. Based on the results of application of M&E measures, selection of KPIs, set up the organization of plan evaluation for Tangalle Development Plan, it is expected that URC trainers would train UDA members who were involved in development plan formulation of other areas.

On the 10th of March 2025, the next session was conducted. M&E measures and KPIs should be defined in the process of DP formulation. It is proposed to set common indicators for all development plans to compare among areas. Later, the following points were discussed.

- How to select KPIs ? (plan evaluation)
- How to monitor KPIs ? (urban management)
- How to implement M&E ? (coordination and participation)

IV. Urban Regeneration, Urban Design and Innovative Financing

A discussion for the preparation of the training was conducted on the 28th of June 2024, and consequently on the 18th of July 2024. It was intended to conduct the ToT for Urban Design together with a pilot project for Battaramulla Guide Plan. JET showed the process of technical support for Battaramulla Guide Plan. However, URC insisted that UDA required some kind of guideline to prepare Guide Plans. Therefore, JET accepted the point URC requested.

On the 30th of January and the 5th of February 2025, the sessions for urban design were conducted. In each session, some typical urban design plans were shared to consider appropriate contents for the Guide Plan in the Sri Lankan context.

Another session was conducted on the 28th of March 2025, as a workshop for Battaramulla Guide Plan. This was done using some public lands in the Battaramulla area as a case study and a method of examining real development ideas.

■ Other ToT contents

- Advanced Technology: As described in Activity 1-4, the sessions for UD2 Advanced Technology were conducted to introduce 3D and AR technology. As many UDA planners were interested in this training, it was meant to be an internal training, as URC member participants were expected to play a role in disseminating this technology within UDA.

- GIS for Development Guide Plan: As described in the Activity 1-4, the sessions for LU3 GIS were conducted in consideration of ToT method. Especially the sessions in March 2025 were focused on Battaramulla Area, so that the contents of the exercise can be utilized for actual planning purposes.
- SE2-1 Session for Financing Aspect for urban development was also expected to utilize urban design aspect as well as Battaramulla Guide Plan. However, the lectures did not sufficiently disseminate their intentions due to the small number of participants and the lack of participants who understood financial analysis.

3) URC members conduct internal training

This activity was planned to start in the second year of the project, but it was conducted after the ToT activities started in the 3rd year. It was assumed that at least two of the TOT themes would be chosen for the internal training. However, in addition to this assumption, the URC also trained the entire UDA on the new planning process that was improved through this project.

■ Carrying Capacity

After the ToT, JET prepared for the implementation of internal training through Tangalle. However, this has not yet been implemented due to delays in formulating the Tangalle Development Plan.

■ Strategic Environmental Assessment (SEA)

After the ToT, a workshop was conducted on the concept plan and making of Tangalle. The discussions were led by URC members, together with planners from the UDA Hambantota Office, and served as an internal training to transfer the SEA methodology as a part of the new planning process. It is expected that URC members will continue to play a central role in disseminating the SEA methodology in the preparation of Development Plans in other cities.

■ Monitoring and Evaluation of Plan

Implementation as internal training could not be fully carried out during the project period. However, plan monitoring and evaluation has been incorporated into the improved planning process and can be expected to be communicated by URC members to UDA planners when applied to the Tangalle Development Plan and other city plans as a part of capacity development.

■ Urban Regeneration, Urban Design and Innovative Financing

The ToT session was conducted on the 28th of March 2025, as a workshop for Battaramulla Guide Plan. The work to formulate a specific concept was conducted in the target district, particularly in areas with a high concentration of administrative agencies. This work was performed by URC members and young planners within the UDA, and served as internal training through discussions led by URC members. The target areas have been divided into five clusters. Similar concept formation discussions will be held for each cluster, and the integration process will be implemented in the future. URC members will take the lead in this process to promote the use of urban design technology.

4) Present status of cooperation with external human resources is reviewed

This activity was carried out almost as planned, only slightly affected by the Sri Lankan political and economic crisis. JET was collecting information on collaboration with external organisations and resources. Several organisations, such as 1) the Central Government organisations, 2) Local Governments, 3) universities, 4) private sectors, and 5) professional institutes are supporting the activities of UDA. Previous and ongoing cooperation with these organisations are summarised below.

■ Central Government

[Technical Support for Internal Training]: NBRO, NPPD

- NBRO had cooperated for previous trainings (disaster management).
- NPPD is attending UDA's training programme.

[Formulation of Plans]

- UDA is communicating with the relevant organisations for data collection (NPPD, SLLRDC, NBRO, CEA, responsible organisation for utilities).
- Stakeholder consultation has been undertaken in preparation for planning. Especially, one of the purposes of the first stakeholder meeting was data collection. It is noted that the regular cooperation to share data has not been established systematically.

[Other Cooperation]

- Provision of public housing is under the responsibility of National Housing Development Authority, but UDA is also providing houses.
- UDA has been providing technical services for other organisation (Sri Lanka Tourism Development Authority)

■ Local Government

[Technical Support for Internal Training] and [Other Cooperation]: N/A

[Formulation of Plans]

- UDA has been communicating with the relevant organisation for data collection (DSD, local authorities, etc.)
- Stakeholder consultation has been conducted for the preparation of plans (DSD, local authorities, community organisation)

■ University

[Technical Support for Internal Training]

- Active cooperation has been undertaken. UDA asks the major universities to conduct their internal trainings.

[Formulation of Plans] / [Other Cooperation]

- Several Technical support is provided by the universities.

■ Private Sector

[Technical Support for Internal Training]

- For visualisation, presentation and communication, the private sector had cooperated for UDA's previous trainings.

[Formulation of Plans]

- There are very few experiences on outsourcing planning tasks previously: 1) Surbana Jurong (a Singaporean government-owned consultancy company focusing on infrastructure and urban development) formulated a Plan (Trincomalee), and 2) Transport and 3D graphics were outsourced (Colombo).
- The outsourcing of Trincomalee's Plan got low evaluation due to lack of local context and lack of a perspective on implementation.
- In general, issues identified are 1) Lack of budget and system for outsourcing, 2) Very few local consultant companies for urban planning.

[Other Cooperation]

- For urban development projects, involvement of the private sector is expected, such as through public-private partnership (PPP).

■ Professional Institute

[Technical Support for Internal Training]

- The Institute of Town Planners and Architects had cooperated for some of the previous UDA's internal training courses.

[Formulation of Plans] / [Other Cooperation]

- Technical support is provided by the Institute of Town Planners and Architects.

Many cooperations have been made in various aspects of UDA's activities. However, those were done when UDA needed some support, and there was no clear strategy nor systematic approaches for it. It was noted that data sharing was one of the critical issues, and an appropriate data sharing system can improve the situation.

5) Strategy is formulated for effective cooperation with external human resources

This activity was planned to be completed in the first year of the project, but was started in earnest after the second year of the project to take into account the continuous discussions through the CITY-UP Training and the organisational aspects of the URC, and to make proposals that fully reflect the actual situation of UDA.

■ Initial Draft

At first, JET provided a general direction for the cooperation in the form of initial draft.

- Technical Support for Internal Training
 - Active cooperation with Central Government organisations for environment, transport and disaster management.
 - Local government may attend internal trainings conducted by UDA, so that its officers can obtain some knowledge on urban planning.
- Formulation of Plans
 - UDA should have closer communication with both the Central Government and local government for the following:
 - Data collection
 - Formulation of visions and strategies, etc., consensus building and stakeholder consultation
 - Formulation of sectoral plans which can be done in cooperation with the relevant organisations
 - Formulation of plans in accordance with local characteristics, which can be done with Local Authority
- Universities and professional institutes can provide any possible technical support for all stages of UDA's activities.
- Private sectors can contribute to some specified topics as needed.

The following approaches were taken in order to formulate strategies for effective cooperation.

- Considering the current status, which shows that UDA staff members prepare plans by themselves and do not have enough budget sources, outsourcing of planning items should be a next phase. Firstly, directing capacity development for UDA staff members remains a priority.
- As outsourcing of planning items can reduce the burden on UDA staff members, it should be considered for a future action for effective formulation of plans.
- Through the CITY-UP Trainings, it is assumed that issues will be clearer for effective cooperation. The strategies for effective cooperation should consider those issues and prepared after the CITY-UP Training.
- In parallel with examination of the role and responsibilities of URC, the effective cooperation strategy should be proposed.

■ Specific examples through training

- The implementation of the transport planning module as part of the CITY-UP Training also raised the issue of the absence of an organisation with technical responsibility for urban

transport. It was therefore identified that it would be important to cooperate with the Road Development Authority (RDA), which is responsible for national highways throughout the country. In this regard, UDA requested to JICA for technical support on transport sector within UDA at the final JCC meeting.

- Furthermore, through JICA's intermediary, information was exchanged with consultants of another JICA project, the 'Project for Capacity Strengthening on Development of Non-Structural Measures for Landslide Risk Reduction in Sri Lanka' (completed in October 2022), to identify possible collaboration with the National Building Research Organisation (NBRO) and the Disaster Management Centre (DMC), which were counterparts to the project.

■ Final Recommendation

Thereafter, URC initiated the discussion about improvement of the planning process including the stakeholder analysis, and draft had been completed in early 2025. It is considered appropriate for “the strategy for effective cooperation with external human resources” to be developed in accordance with the proposed improvements of the planning process. Accordingly, the draft strategies for effective cooperation with external human resources had been refined. Below, the 5 strategies are proposed. Further details are described in the Separate Volume 8: Strategy for Cooperation with External Resources.

- Strategy 01: Collaboration for Urban Planning policy alignment and prioritisation for the Country / Inter-agency Meeting for Urban Development Plan Prioritisation (IAMUP)
 - Strategy 02: Involving academia, aligned agencies and professional organisations in forming thematic advisory groups/ forums
 - Strategy 3: Strategic partnerships. By necessary theme, partnerships will be formulated. So far, the following partnerships are proposed.
 - Strategy 03 (a) Infrastructure Strategy Groups for Local Plans
 - Strategy 03 (b) My City Campaign (MCC) in collaboration with the Ministry of Education (through a strategic partnership)
 - Strategy 04: Private sector engagement [We Guide – You Plan – We review and Approve (W-GPA)]
 - Strategy 05: From Plans to Practice: A Strategy for Cross-Agency Understanding and Integration
- 6) Internal training plan is developed (to be delivered by URC members and external personnel).**

■ Technical Training Plan

This activity was to be implemented in the final year of the project. However, through discussions during the development of the CITY-UP Training Programme, URC developed a comprehensive internal training draft and decided to implement about half of it through this project, so the draft was completed in the first year, as noted in Activity 1-2.

■ Training Plan for the New Planning Process

In addition to the above, as noted in Activity 4-6, URC intended to develop a Training Plan to disseminate the new planning process developed by this project within UDA. This was planned to be completed in early 2025 by URC, but work had been delayed and so it was not completed during this project period.

7) Training manuals and materials are compiled.

This activity was generally planned to be carried out throughout the project period and was implemented as planned. The materials of the CITY-UP Training Programme had been stored in a folder, which was shared by URC members and JET. At the end of the project, all materials have been compiled, so that they can be utilized by UDA anytime.

In particular, “Analysis Methods for Urban Planning” and “Output Preparation of Plan Contents,” which require special software, were prepared as a Technical Manual completed in April 2024.

(3) Activities for Output 3: UDA’s existing urban planning process is improved to facilitate effective consensus building with stakeholders.

1) UDA’s existing consensus building process with stakeholders is reviewed.

This activity was scheduled to take place in the first half of the second year, but was continued from the first year and completed at the planned time.

Based on the review of UDA's existing consensus-building process with stakeholders, questionnaire survey results and presentation by URC, JET concluded that the issues at that time could be divided into two main areas:

- <1> A series of participatory planning processes were not completed as one cycle.
- <2> The effectiveness of the implementation of the participation step was limited or unable to be evaluated.

As for <1>, the participatory planning process consisted of three steps: information provision, participation and reporting; the information provision and reporting steps might not have been properly implemented in the UDA's existing consensus-building process.

Appropriate information (e.g., the purpose of the plan and the benefits of citizen participation) was not placed in the content of the public information disseminated to citizens, and citizens might not have understood the intent of UDA. In addition, UDA did not have a way to confirm whether the information had been properly communicated to the public, and it was not able to self-evaluate the extent to which the information provision and reporting steps had been carried out.

As for <2>, UDA recognised that the workshops were not effective enough and would like to improve the effectiveness of their implementation. On the other hand, due to the high human, time and financial burden, increasing the number and length of workshops to gather more citizen inputs may reduce the effectiveness of the implementation in terms of cost-effectiveness.

2) Additional necessary consensus building processes are discussed and selected.

Although this activity was originally planned to take three months in the second year, it took longer to complete until the third year, given the importance of the work and respect for the URC-led discussions on improving the planning process.

In order to improve the consensus building process, several additional processes and improvements to existing processes were proposed and considered and were incorporated into UDA's urban planning process. (The additional processes and improvements to existing processes related to consensus building newly incorporated into UDA's urban planning process are shown in the box below.)

Also, SEA process was applied for the new planning process.

- 1) "1.0 Initiation" is newly added for UDA team setup.
- 2) "2.0 Awareness & Familiarization" is added (while information collection is omitted) including stakeholder analysis and consultation, as well as online surveys for citizens to understand the existing situation of the city.
- 3) Implementation methods of stakeholder meetings (2 times) are improved not only for information sharing but also for securing the discussion time for consultation with stakeholders.
- 4) Focus group discussions are actively conducted through the overall planning process, especially area familiarization and the zoning stage.
- 5) "10.0 Implementation, Monitoring & Evaluation" is newly added, including establishment of a special-purpose vehicle (SPV), and a plan evaluation team.

These additional steps were evaluated through application to the pilot project. The new planning process, in which the additional steps were incorporated, was approved by UDA Main Planning Committee on the 13th of May 2025.

3) Manual for the additional processes on consensus building is drafted.

This activity was scheduled for completion in the second year of the project, but was implemented late because URC decided to wait for the URC-led planning process improvements to be completed prior to implementation. The URC's policy was to prepare a manual for the new planning process. However, due to delays in URC's work, it has not been completed. Therefore, the manual for the additional process is a project deliverable for this project, which was completed within the project.

In March 2025, a wrap-up session was held to summarise the contents introduced or discussed in the first to sixth training sessions for the PC field as part of Output 3. In the wrap-up session, the objectives of the improved participatory planning processes and the implementation methods of the participatory planning approach were organised in PowerPoint slides, and based on this, the form of the manual (content to be added, level of detail of the manual, etc.) was discussed. As a result of the discussion, the outline of the manual, which will be described later, was completed. In the future, URC will create a planning manual to be used in UDA in the future based on the outline of the manual

(4) Activities for Output 4: The data sharing function of URC is improved and its capacity to lead the application of ICT technology in UDA is strengthened.

1) Basic explanatory document elaborating the role and functions of URC is drafted based on UDA's concept paper.

The original plan was for the project to be completed shortly after its inception. However, it was agreed that discussions on the organisational structure of URC would continue throughout the project and that proposals would be based on this. The output of this activity was completed in the final version of the project. The explanatory document is in the Separate Volume 9: Draft Document on Role and Mandate of URC.

■ **URC organisational review and initial analysis (2022)**

- Initial review of the organisation of UDA through a) the Corporate Plan 2022-2024 and b) interviews with division directors
- Presentation to the URC team members of the rational and objectives of the organisation-related activity in CITY-UP (the 21st of October 2022).
- Understanding of the function of URC based on the discussions held between JICA, UDA, MUDH and interviews of URC team members and Team Leader, and also the former UDA Chairman who initiated the process to establish URC.
- Initial understanding of UDA's expectations regarding URC, in particular through a meeting with DG, ADG and several DDGs held on the 1st of November 2022.

■ **Review update and training session (2023)**

- Update of the UDA situation in the national turmoil context, in particular to confirm the objective to establish URC.
- Focus on the schedule conflict as the main risk for URC and preparation of a training / brainstorming session.
- Field visit to Hambantota District Office and holding a meeting with the Southern Province Director and officers staff. Focusing on district offices emerged as an important aspect for URC organisation. (19th of October 2023)
- Training/brainstorming session organised (the 20th of October 2023).

■ **Preparation of survey among district offices (2024~)**

- Initial discussion and finalisation about the content of the questionnaire
- Questionnaire was tested by JET through field visits in four district offices (Galle, Kalutara, Dambulla and Kurunegala), and finalisation of it, new discussions with Colombo District Office about the questionnaire, approval process (by URC Team Leader)
- Early January 2025: Questionnaire was sent by URC to all district offices

■ **Questionnaire analysis and formulation of recommendations (2025)**

- Retrieval of 20 (against 20 sent) answered questionnaires and data treatment (recording in Excel files, qualitative understanding of answers, etc.), details/clarifications requested from district offices
- Discussion with URC Team Leader about future URC organisation, and formulation by JET of organisational options for URC and recommendations

■ **Main Recommendations: Two-stage Organisational Scheme**

- After the end of the project, and up to the end of the next Corporate Plan period (2027 or 2028), establish a Research Development Planning Division (RDPD) under DDG (Planning) Zone 2 composed of two subdivisions: i) Research (the current URC) and ii) Development Planning.
- From 2028 onwards, establish a research division, including the current GIS division and the research sub-division mentioned above, under the direct supervision of the ADG or the DG. Objective is to maximise operational synergies between research/urban planning and non-urban planning divisions, internal mobilisation and external partnerships.

■ **URC's Future Position**

UDA issues a letter “Confirmation on URC’s future position in UDA” on the 15th July, 2025, and indicated ideas on the organisational improvement of URC. JICA Expert Team confirmed on the contents about organisational aspect. The main points are described below.

- 3 town planners are allocated for the current URC engaging with the URC’s activities permanently. Other URC members continue to serve concurrently in their respective divisions.
- Cadre Commission in Sri Lanka has granted its approval for the recruitment of the post of Director (Research and Development) for UDA.
- Director responsible for Research Development to the UDA.
- The appointment of this Director signifies the establishment of a new department, the Research Development Division. The establishment of the new department requires UDA Board Approval.
- The above mentioned 3 town planners will be permanent members of the research Development Division.
- The establishment of new departments will also be included in the Corporate Plan, which is currently being revised.
- URC is planned to be a unit under the Research Development Division. Current URC members will continue to be involved with URC, and UDA plans to recruit new staff to be in charge of the Research Development Division.

2) Pilot projects are selected and implemented to practice the urban planning methods and consensus building processes from Outputs 1 and 3.

This activity was planned to be carried out from mid-2022 to mid-2023 and 2024, but the 3rd JCC confirmed that it would be completed by mid-2023. At the 3rd JCC, the decision on the pilot site was also confirmed and the project was completed as planned.

It was agreed to conduct two (2) pilot projects and the JET will support the formulation process of a development plan and a guide plan in selected pilot sites. JET proposed the following selection criteria for the pilot site.

- Confirmation of training effectiveness conducted in this project
- Applicability to other cities
- High planning urgency
- Data availability
- Motivation to participation
- Basic capacities (personnel and equipment)
- Constraints: Geographical distance from Colombo, security and social conditions, etc.
- Presence of a specific theme
- Implementation of a guiding plan is particularly necessary for the planning of specific areas to promote (or control) development

Later, at the 3rd JCC, the pilot sites were decided based on the proposal from URC.

- Development Plan : Tangalle Municipal Council & Pradeshiya Sabha (Hambantota District, Southern Province)
- Guide Pan : Battaramulla Institutional Promotion Zone (Kaduwela MC, Colombo District, Western Province)

The first field visit was conducted from 9th to 11th of November 2023 to familiarise he city and the surrounding areas of Tangalle by URC and JET. As for Battaramulla guide plan, the discussions started in 2024, but major activities started in early 2025, as URC prioritised the activities for the formulation of Tangalle Development Plan

3) Urban planning methods in the training modules in Output 1 are applied in the process of formulating development plans/guide plans of pilot cities/areas.

This activity was planned to be implemented in mid-2022 to mid-2023, but this appeared to be an error in the Plan of Operation and was revised in the 3rd JCC to mainly be implemented in the third year. For Tangalle, the activities were implemented as planned, but for Battaramulla, the main activities started in 2025, as the URC decided to give priority to Tangalle Development Plan formulation.

■ Tangalle Development Plan

➤ First Official Visit and Kick Off

URC conducted the kick-off meeting in October 2023, then the first visit was conducted in November for site surveys and holding of the stakeholder awareness meeting. In parallel, URC had been discussing the planning process improvements. It expressed priority to finalise the planning process first by URC and then implement it in the Tangalle Development Plan. Meanwhile, JET initially considered to improve the planning process based on the experiences obtained through formulation of Tangalle Development Plan. It agreed with URC's idea. This way of proceeding was confirmed at a joint meeting between JICA and URC held in December 2023. After this, activities in Tangalle were suspended for a while due to delays in URC's internal discussions on improving the planning process.

➤ Second Official Visit and First Stakeholder Meeting

Subsequently, a second official site visit took place in May 2024, and the first Stakeholder Meeting was conducted. URC prepared carefully for the visit, including the making of a presentation summarising basic information. JET basically supported the activities conducted by URC and commented on its activities as appropriate. This was a parallel effort to the examination of the new planning process.

On the other hand, with regard to SEA, which was selected as a theme for ToT, JET aimed to implement SEA methods through stakeholder consultations in Tangalle. Therefore, the experts in charge of SEA visited Tangalle in June 2024, including the major environmental sites. Based on this visit, the first TOT session for SEA was conducted.

➤ Discussion on Vision and Major Activities

Thereafter, during a site visit with the URC in July 2024, the vision was discussed in the meeting room of the Tangalle Urban Council, and a draft vision was prepared and compiled in October 2024. Initially, URC set a goal of completing most of the planning work in September 2024, with the aim of completing the plan by the end of 2024. However, due to the presidential election and other factors, the process did not progress as planned.

The URC then prepared a Chapter Breakdown (Table of Contents) and divided the work among the URC members. However, they recognised the need to share issues and future directions more clearly among the URC members. Then, URC was undertaking the discussions for SWOT Analysis and preparation of concept plan for spatial planning.

Based on the CITY-UP training, URC members engaged in the Tangalle development plan formulation process through analysis using tools such as GIS and discussions with related organizations using Mentimeter.

➤ Interim Presentation

An Interim Presentation was held in January 2025 to summarise the major activities up to Step 4. In particular, the vision and the four goals were discussed. The discussion on the concept was then

completed in March, in parallel with the holding of SEA's ToT and internal training. Discussions were also held in Tangalle with the Grama Niladhari, the officers for the smallest administrative unit, and local councillors to inform them about the plan.

- Proposed Vision: LIVE in Tangalle ~ The rhythm of aqua-culture city
- Goals
 - Sri Lanka's Prime Value-Added Fish Processing Hub
 - The No. 01 Exclusive Wellness Tourism Destination in Sri Lanka
 - A city enriched with diversified agriculture
 - A convenient, enjoyable, vibrant city

Most of the activities had been initiated by URC, and they supported the UDA planner in the Hambantota Office. JET had the position to just support its activities, and to monitor the application of the new planning process as well as the technical aspects.

➤ **Way Forward**

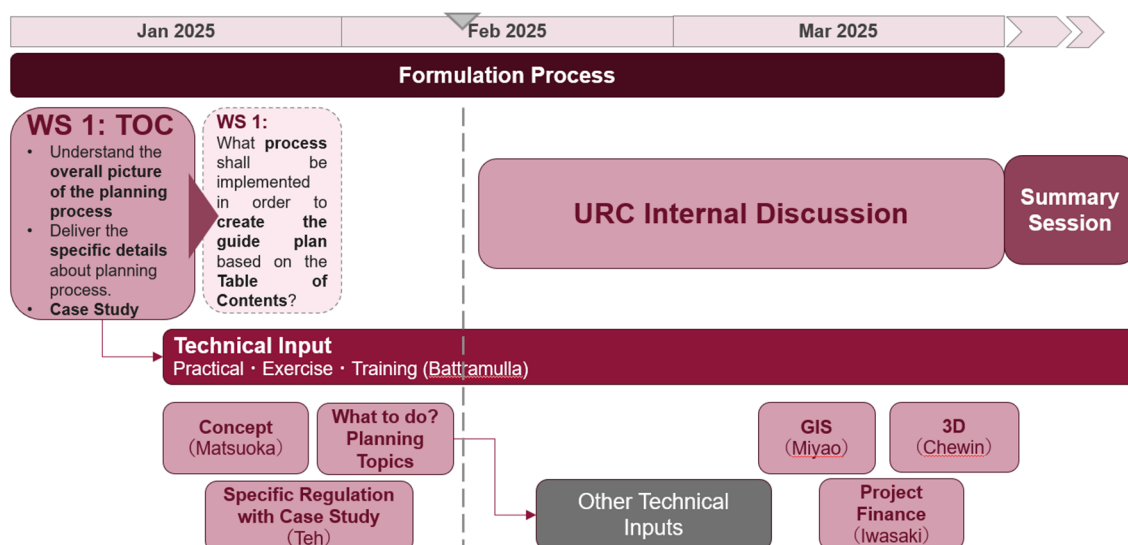
Major activities had been implemented with delays, but the URC set the target to complete major activities and textualisation by June 2025, at the progress meeting held on the 23rd of April 2025. At the final JCC, URC mentioned that the completion of Tangalle Development Plan is targeted at the end of 2025. During planning in Tangalle, the URC followed the steps of the new planning process and in the process of working with other planners of UDA to achieve the results of this project.

■ **Battaramulla Guide Plan**

Initially, JET proposed the preparation of Battaramulla Guide Plan as a pilot site should be implemented parallel with the ToT. The first discussion was conducted in July 2024. As stated in the Section for ToT, URC requested to prepare a kind of guideline to prepare Guide Plans, and JET basically agreed on this. On the other hand, URC had prioritised the Tangalle Development Plan formulation and the Battaramulla Guide Plan and the planning process improvement alongside the URC members' own busy workloads. Thus, preparation of Battaramulla Guide Plan was implemented after these tasks are completed.

➤ **Process Proposed**

Major activities began in January 2025. First, in February, JET proposed an activity process and reviewed examples from other countries that were equivalent to guide plans for planning in each district of the city.



Source: JET

Figure 1: Process for the Preparation of Battaramulla Guide Plan for Pilot Project

URC presented a planning process that anticipated the contents of Battaramulla's plan. In response, JET presented suggestions for further improvement based on the process discussed in the development plan.

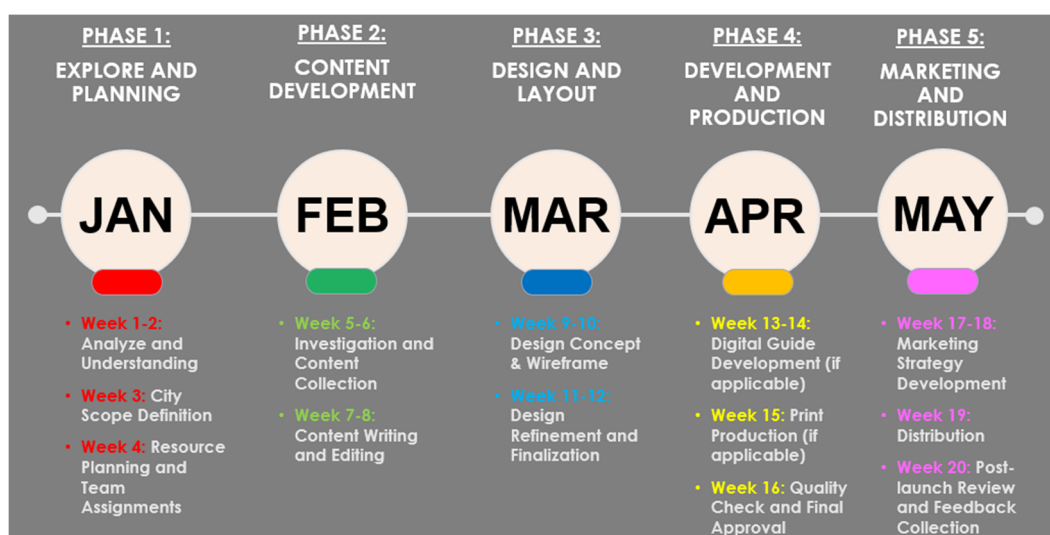
Table 5: Proposed Process for the Formulation of Battaramulla Guide Plan

Identifying Overall Scope and Content of the Guide Plan	
TASK	ACTION
Defining Overall Scope & Content	a. Why need a guide plan: Development plan perspective
	b. Evaluate compatible approach <ul style="list-style-type: none"> Purpose of conservation Purpose of rehabilitation/redevelopment Project basis Imageability enhancement & Branding
	c. Evaluate level of detailing: Site/Block/Street level regulations
	d. Evaluate required key components <ul style="list-style-type: none"> Building (height, use, setback, character, sky line) Land (land readjustment, best use) Open space (parking, park and playground waiting area, visibility) Street (Street scape, signage, circulation, accessibility, reservations) Transport (bus halts, mobility, traffic flow, transit, expansions)
Preparing Development Guide Plan	
TASK	ACTION
1. Preliminaries	1.1 Demarcating Development Guide Plan Boundary: <i>Historic boundary, Capital city/ inner core/ clusters, Public perspective, and Directives</i>
	1.2 Preparation of the Base Maps: <i>Update existing land uses, Plot level / Block level, Town survey sheet /Cadastral, Land ownership</i>
2. Detailed Survey & Analysis	2.1 Identification of the Characteristics of the Area: <i>Activity survey (day/ night), Public perspective, Analysis</i>
	2.2 Identification of Problems and Potentials: <i>Field visits, Conduct stakeholder meeting /Interviews , Analysis</i>

3. Concept plan	<ul style="list-style-type: none"> • Densification pattern both horizontally and vertically • Built form • Conservation and preservation areas • Movement patterns and linkages • Land use and activity distribution • Special intervention areas such as waterfront developments
4. Preparation of detailed thematic plans and urban design guidelines	<ul style="list-style-type: none"> • Base layout plan • Land use plan (<i>land readjustment, prominent use</i>) • Building density plan (<i>density, height, use, setback, character, sky line, arcade, façade, colour</i>) • Road network and transportation plan (<i>street scape, signage, circulation, walkway, accessibility, character, bus halts, mobility, traffic flow, transit, reservations, expansions</i>) • Environmental management plan • Public open space plan (<i>parking, play area, urban pockets, waiting area, sanitary, visibility</i>) • Infrastructure and urban services plan (including sanitary and drains)
5. Documentation and Approvals	

Source: URC

The process was further simplified and showed the actual Battaramulla work plan, which was shared not only with URC members but also with the young planners of UDA who were participating in the work.



Source: URC

Figure 2: Process of Formulation

➤ **Planning Discussion**

In March 2025, URC began discussing specific plans based on the CITY-UP Training and ToT provided by JET. As a major point, the planned areas were divided into five clusters, and study teams were formed for each. JET targeted areas with particularly important government agencies for discussion through the ToT. In addition, the following aspects were also utilised for the discussion and planning formulation.

- **GIS training:** As described in Activity 1-4, some programmes of the GIS training were focused on Battaramulla Area.
- **Advanced technology:** As described in Activity 1-4, some of 3D works could be incorporated in the Guide Plan.

➤ **Way Forward**

On April 23, 2025, a project progress meeting was held, and it was confirmed that progress according to the group for each cluster should be submitted to the team leader by end of May, but at this moment, it is not conducted yet. During the project period, completing the plan could be difficult, but JET kept supporting URC's activities.

4) Functions and rules on the database are discussed and documented.

Although this activity was initially planned to be completed in the first year, the selection of the database was done carefully, considering not only the status but also the needs identified through the CITY-UP Training and other project activities in general as well as future utilisation. In addition, documentation, including verification of the database's use after its introduction in early 2024, took time to carry out until April 2025. The document is in the Separate Volume 10: Document on Rules and Functions of the Database.

■ Initial Discussion

Multiple discussions on the database were held with URC and JET to identify its aspects.

- The main stakeholders and their primary roles were defined.
- A list of data was prepared by UDA and categorised. From this list, data had been cleaned and prepared for publishing into the GIS database server.

■ Document for the Function and Rules of the Database

The document outlining the functions and rules of the database was finalised by URC, related divisions of UDA, and JET, and called "UDA GIS Database Rules and Functions." The document contents are as follows:

- 1) Introduction and the Need for a Database
- 2) Purpose and Objectives of Spatial Database for the UDA
- 3) Roles and Responsibilities
- 4) Rules: Lists rules for publishing, storing data and server management
- 5) Data Model and Architecture
- 6) Functions
- 7) Data Quality Assurance

■ Document for Database Standardisation

Accompanying the UDA GIS Database Rules and Functions document is the "Manual for Standardising Spatial Data" prepared by the GIS Division and URC, supported by JET, for standardising the spatial (GIS) data within UDA. The manual provides guidelines to ensure consistency and accuracy in spatial data management across projects in the UDA. It includes the development of a Local Authority Name Coding System, which standardises naming conventions for

local authorities. The manual also defines the main spatial data layers and key attribute details required for urban planning, ensuring uniformity in data collection and analysis. Additionally, the manual specifies the coordinate system and projection to be used, ensuring that all spatial datasets are aligned and interoperable across platforms.

5) **The database is established and utilised.**

The database was scheduled to be built and utilised at the end of the first year, but because of the time-consuming method used to define the specifications as described above, the database was not actually installed until the end of the second year.

■ **Review of Database Options and UDA Board Approval**

- Since start of the project, meetings were held with UDA and JET regarding the database requirements and to evaluate several database options for effective data sharing measures at UDA headquarters and regional offices.
- ArcGIS Enterprise Server** was selected based on the following preferences and requirements set by UDA: (a) the server must be a physical server on UDA premises, and (b) the software must be proprietary software with support, not opensource software.
- UDA's Database Team and JET prepared a proposal for the database. UDA's Board approved the proposal in August 2023.

■ **Server Purchase**

Server hardware and software were purchased on October 9, 2023. The hardware for the server was received and installed in UDA's server room on December 8, 2023. The server infrastructure provided by UDA's IT Division is sufficient:

- New Server Room:** The server is properly and securely housed in the newly renovated server room with sufficient power and high-speed Internet.
- Backup Power:** Backup power is provided by several UPS (uninterruptable power supply) and an external generator.
- Data Backups:** Data backups are being done locally every week and Cloud backups are done monthly.



Figure 3: Server installed in UDA

■ ArcGIS Enterprise Server Installation

The database software for the server, ArcGIS Enterprise Server, was installed on the newly purchased server hardware in January 2024. A web address under the domain name of UDA (gis.uda.lk) and a security certificate (SSL) were provided by UDA for use by the server.

In addition to the ArcGIS Enterprise Server software, UDA provided a licence for Microsoft SQL Server to act as the server's backend database and for archiving GIS data by the GIS Division.

■ Database Design and Establishment

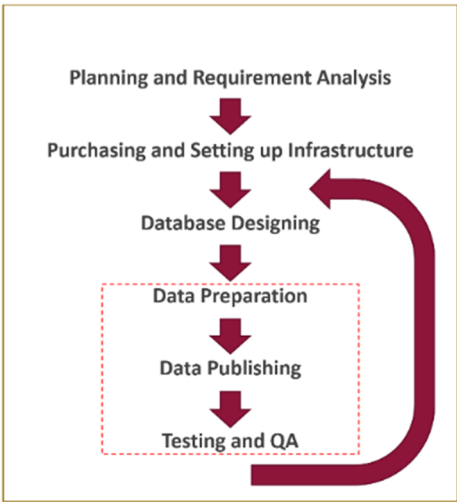
- A local GIS company (the only distributor in Sri Lanka for ESRI, the developer of ArcGIS Enterprise Server) was engaged from August 2024 to provide GIS experts to assist in the database design, creation and publishing of GIS data, and JET managed the engagement and activities provided by the local GIS company.
- UDA prepared several database designs and provided a summary of feature datasets and feature classes, which was the list of data to be published. Important points to note:
 - Data themes to be published were identified.
 - Data structure was designed with help of local GIS experts.
 - UDA and JET agreed to pilot database with Colombo data first.
 - Data to be published was prepared by UDA.
- The Local GIS experts worked closely with the GIS Director and the GIS Division to collect data/documents and review the database structures, feature datasets and feature classes provided by UDA.
 - Defined the layer attributes, naming conventions, metadata and tags.
 - Database design considered: (a) data layers, (b) coordinate system, and (c) map scales.
 - Sample data from UDA's data archive was used to perform a practical analysis of the data structure using ArcGIS Pro.

- A geodatabase structure design was proposed for the Colombo District to be used to pilot the database.

■ **Server Utilisation and Effectiveness**

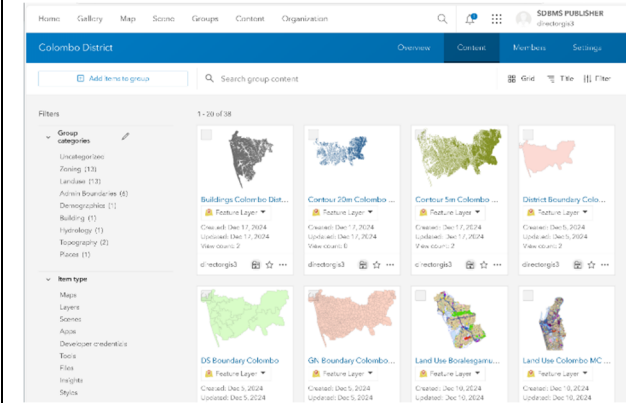
It is expected that the use of a GIS database will promote data sharing by creating a centralized, standardized platform where the UDA, URC, and regional offices can easily access and collaborate on up-to-date spatial information, thereby improving coordination and reducing duplication of efforts for efficient urban planning formulation. "In addition, the GIS database platform that the project provided enhances UDA's presentation of urban planning by enabling visual representations of planning data, allowing stakeholders, developers, and the public to more easily find and understand UDA's plans through interactive maps and 3D models. Table 6 below shows the server utilisation during the project period.

Table 6: Server Utilisation

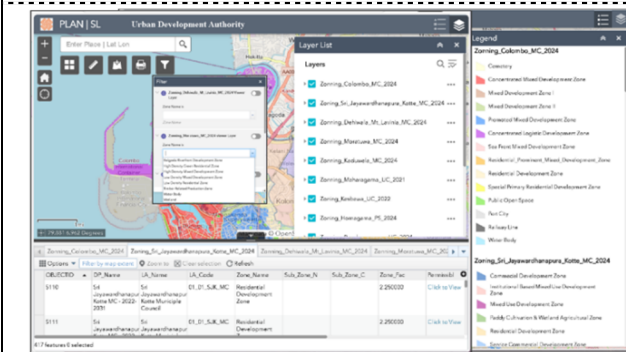
<p>(1) Publishing data on the server for sharing within UDA</p> 	<p>The GIS Database has been established using ArcGIS Enterprise Server and Microsoft SQL Server. The GIS Division and URC are busy preparing data (editing, cleaning, etc.) and publishing data to the GIS database. The GIS Division is providing the quality assurance. These processes are expected to be ongoing tasks in the future as new data or new updates become available.</p> <p>Summary of the progress of database tasks</p> <ul style="list-style-type: none"> • Layer naming convention rules were developed. • Data attribute specifications were identified. • Standard coordinate system for data was finalised. • Standard colour codes and name codes were designed. • Based on the above, data preparation manual was developed and shared to data creators. • Metadata recording formats were developed. • Data creation and sharing roles were mapped. • Data preparation and cleaning for the system started. <p>The Colombo District was selected to prototype the data-model for the 24 district databases. National databases have started to be developed with national data layers.</p> <ul style="list-style-type: none"> • There are 25 districts. Each district will have their own database (geodatabase) stored on the database server. • 75 layers per district database are needed. • 30 national layers are needed. These are separate from the district layers. • As a result, a total of 1,830 layers will be prepared for publishing to the GIS database server.
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(2) Sharing Data within UDA and Regional Offices

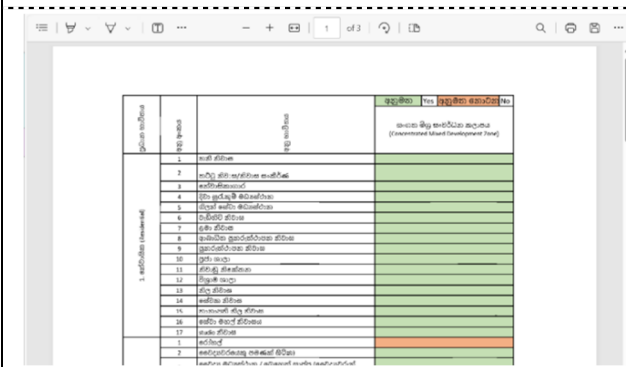
One of the justifications for establishing the GIS Database was to facilitate the sharing of data within UDA and its regional offices. This is being realised by the GIS Division and the URC.



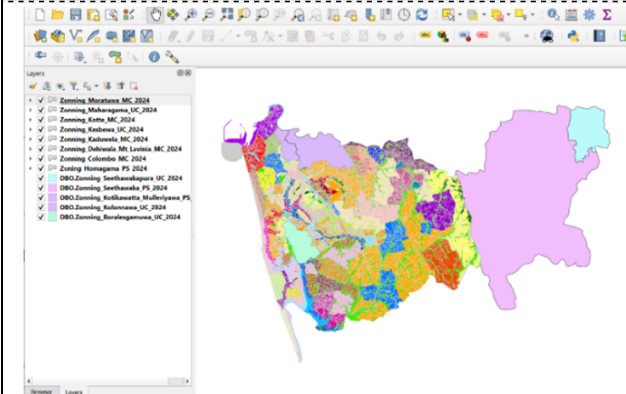
Various data in the UDA are shared through the GIS Database Server's primary interface. The data is searchable and can be browsed by category, as shown in the screenshot left, which is showing various layers (GIS data) by category.



In addition, maps (collections of layers) and GIS applications (maps and layers with built-in functionality) are being developed for easy access to the data for each district. Left is a screenshot of one such application.

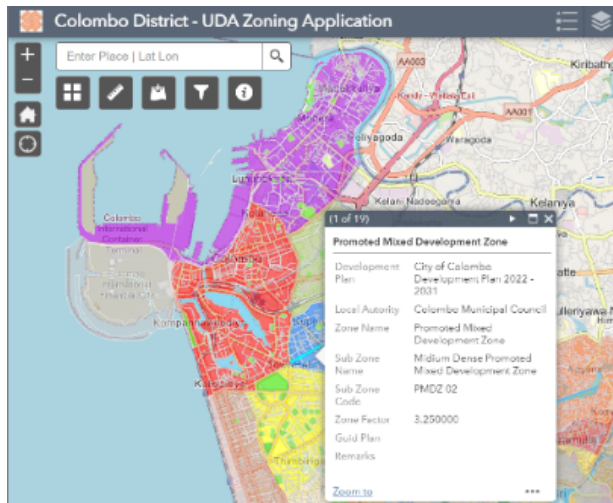


In addition to GIS data, documents are also shared, such as shown in the screenshot left of a document containing tables of approved land usages.



Once data is published, it can also be accessed directly by desktop software, such as ArcGIS Desktop Pro or QGIS, which is shown in the screenshot left.

(3) UDA Zoning Application (Extra)



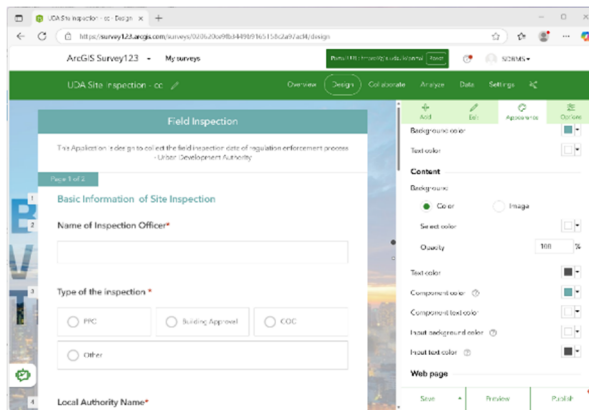
The UDA management prioritised the development of an “UDA Zoning Application” for the Colombo area using the server. The URC and the GIS Division created the “UDA Zoning Application” for the Colombo area, with the intended users being the public. A screenshot of the app using the project-provided server is shown left.

The launching ceremony was held on May 23, 2025, under the Minister of Urban Development, Housing and Construction.

(4) Archiving Data (Extra)

In addition to utilising the server for data sharing (as per the original project objectives), UDA is also utilising the server for archiving its GIS data. The GIS Division lacks hardware to archive/backup its data, so this effective utilisation of the server for archiving is viewed as a positive development as it improves the GIS Division’s capacity to safeguard its data. The Microsoft SQL Server (database software) was installed in June 2024 for this purpose.

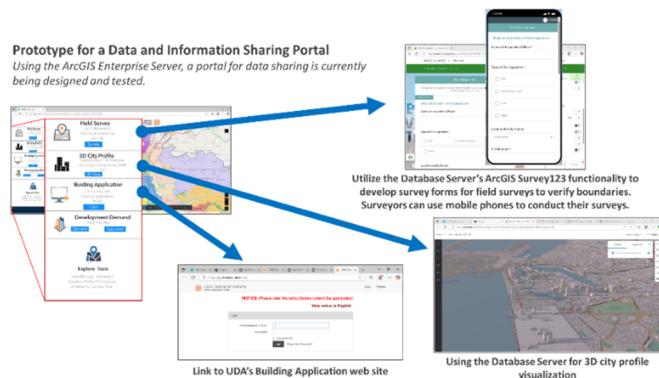
(5) Survey123 (Extra)



The UDA is using the provided ArcGIS Enterprise Server to conduct field surveys to verify boundaries. One of the functions of ArcGIS Enterprise Server is a tool called ArcGIS Survey123. The URC and the GIS Division are using Survey123 to develop survey forms for field surveyors to use to verify boundaries. The surveyors can use mobile phones in the field to conduct their surveys.

Left screenshots show the web interface for developing the survey form and the interface on a mobile phone:

(6) UDA Database Portal (Extra)



UDA intends to develop a specialised application to function as a portal to the database and other functions of UDA. URC is currently prototyping the portal with discussions and assistance of the local GIS sub-consultant hired for the project.

The prototype is shown in the diagram on the left.

Source: JET

■ Issues to Be Addressed

- **User Accounts and Roles of UDA Divisions:** The use of user accounts by the GIS Division is not optimal. The project originally recommended that the GIS Division manage user accounts on the ArcGIS Enterprise Server, however, this role is currently with the IT Division. Since the GIS Division is the owner of the data and the primary user of the server, it is recommended that the GIS Division be able to manage user accounts.
- **Licences:** UDA lacks sufficient licences for ArcGIS Desktop Pro. The project provided two licences, which are shared within UDA and with its regional offices. These two licences will not be sufficient in the long run, especially since there is a desire by the GIS staff in UDA to use ArcGIS software. UDA must either find budget for more licences of ArcGIS, or it should commit to using free software, like QGIS, or do both.
- **Lack of External Storage:** The GIS Division lacks an external storage device for archiving data and for storing sensitive data. Due to the sensitive nature of some data, they may not be stored on a device connected to the Internet, such as the GIS Database Server. The Director of GIS is seeking budget and approval to purchase a local network storage device (NAS) to use for data archiving and backup; however, it is uncertain whether this will be approved. Not having an external storage device for backup significantly increases the risk of data loss.

6) Urban planning processes and manuals are revised based on experience from the pilot projects.

The plan was to continue this activity from the middle of the second year to the end of the project. In fact, it was initiated at the end of the second year. The new planning process was essentially led by URC, with JET providing support. It was also decided to prepare a manual in the same manner. Similarly, a manual for the new planning process will be prepared led by URC.

■ New Planning Process

In November 2023, JET presented the proposed improvements to URC based on the existing 10 Steps of Development Plan Formulation and initiated discussions. JET also proposed a parallel study with the work of the Tangalle Development plan, which was a pilot project. URC, on the other hand, indicated its intention to improve the new process prior to the start of the Tangalle Development Plan Formulation and began work by organising the issues of the current 10 steps in plan formulation. This way of proceeding was confirmed in a joint meeting with JICA in December 2023.

JET's initial draft included the additional processes as well as some improved points, which were described in 1-3 (3). Based on this, URC initiated the discussions on improvement of the planning process, and the new planning process were finalised. The new planning process is provided in the Separate Volume 6.

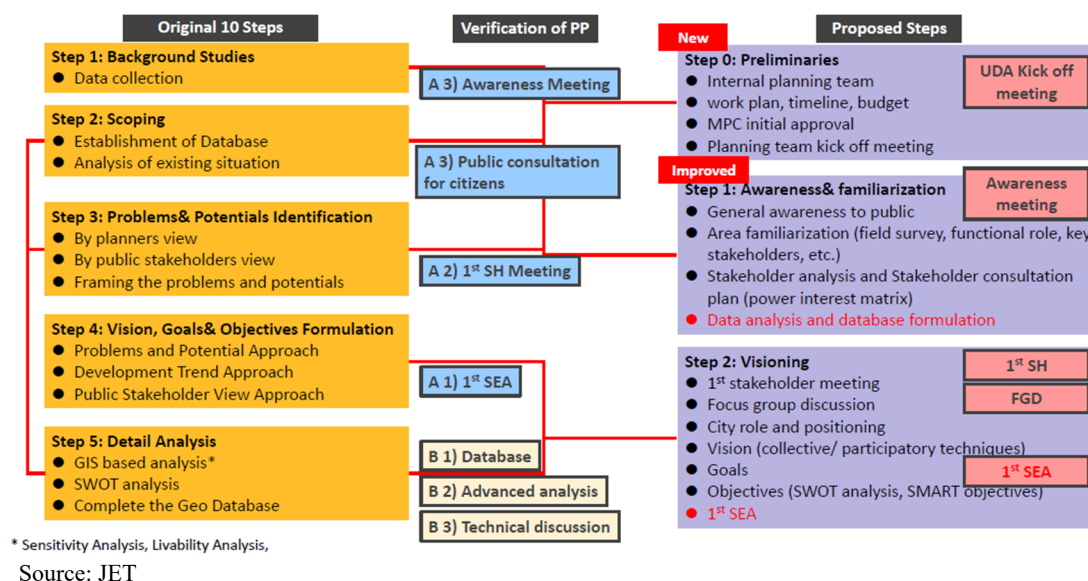


Figure 4: JET’s Initial Proposal for Improved Planning Process (Excerpt)

Table 7: New Planning Process

1.0 Initiation	1-1 Formulation of Planning Team
	1-2 Mobilization of Planning Team
	1-3 Board of Management Approval
	1-4 Appointment of the Specialists
2.0 Awareness & Familiarization	2-1 Launch & 1st Stakeholder Meeting
	2-2 Stakeholder Analysis and Consultation Plan
	2-3 Area Familiarization
3.0 Visioning	3-1 Validation of City Role & Positioning
	3-2 Formulation of Vision
4.0 Goals Objectives and Concept Plan	4-1 Formulation of Goals
	4-2 SWOT Analysis
	4-3 Formulation of Objectives
	4-4 Development of the Concept Plan
5.0 Strategy Formulation	5 Strategy Formulation (8 Strategies)
6.0 Project Prioritization	6-1 Formulation of Priority Project List
	6-2 Finalization of the Priority Projects
	6-3 Preparation of Project Briefs & Pre-feasibility Reports
	6-4 Preparation of Financial Implementation Plan
7.0 Zoning & Guidelines	7-1 Zoning
	7-2 Zoning Guidelines
	7-3 Roads Details
8.0 Preparation of the Implementation Plan	8-1 Preparation of the Implementation Plan
9.0 Plan Approval & Publishing	9-1 Final Consultation (2nd Stakeholder Meeting)
	9-2 Legal Requirements
	9-3 Main Planning Committee Approval
	9-4 Final Documentation Preparation

	9-5 Preparation of the Extracted Documents
	9-6 Publishing the Plan
	9-7 Printing the Plan
10.0 Implementation, Monitoring & Evaluation	10-1 Promotion of the Gazetted Final Plan
	10-2 Establishment of the Implementation Team “Special Purpose Vehicle”
	10-3 SPV to Lead and Coordinate the Implementation & Monitor the KPIs throughout the Effective Period
	10-4 Report on the Progress of the Plan Implementation Annually
	10-5 Appointment of the Plan Evaluation Team
	10-6 Evaluation of the Overall Implementation Status of the Plan
	10-7 Reassessing the Plan at different levels
	10-8 Presentation of the Assessment Reports to the Relevant DDG (Planning) & Higher Management

Source: URC

■ Approval of the New Planning Process

In April 2024, URC completed a proposed new planning process that improved the existing process. Workshops were held in May and July 2024 with approximately 110 URC members and other UDA staff to discuss and confirm the improved process. In October 2024, URC confirmed the steps in the formulation of Tangalle Development Plan, based on the new planning process.

On the 6th of December 2024, URC conducted a meeting with senior UDA officials (Chairman, DGs, DDGs, Directors, etc.) to discuss the new planning process. This meeting resulted in general agreement to adopt it. In subsequent discussions between JET and URC, URC indicated that it would like to start the process of obtaining formal approval within UDA after the Tangalle experience. However, delays in Tangalle's planning process made it uncertain what level of approval could be obtained during the project period, and JET expressed its desire to obtain, at a minimum, JCC approval.

In response, on the 9th of April 2025 meeting between JICA and JET, JICA expressed the request that JET should focus on achieving the highest possible level of approval within the project period. On April 23, 2025, a progress meeting was held within URC. At this meeting, URC decided that the new planning process would be presented to the Main Planning Committee in the 2nd week of May. Later, it was approved by the UDA Main Planning Committee on the 13th of May 2025, and became the official planning process of UDA.

Approval of the new planning process means standardisation of the development planning process, enabling UDA staff to efficiently formulate development plans in accordance with it. Furthermore, it is expected to promote the participation of other government agencies involved in planning in the planning process.

■ Manuals for the New Planning Process

URC shall proceed with the preparation of the following documents for the new planning process and designated a contact person for each.

- Planning Manual:** Mr. Shaveen and Ms. Chulesa were in charge, and the chapter breakdown had been prepared. In terms of JICA’s project output, “Manuals on additional consultation and coordination processes” should be prepared, as shown in the Separate Volume 7. Considering the progress in URC side, it was decided that this would be separately prepared within the project period. Further details are described in Activity 3. In addition, “Technical Manual” for the tools which JET taught through the training programme was prepared by JET, and these are attached in the planning manual, which is in the Separate Volume 5.
- Standard Operating Procedure (SOP): Ms. Shanila will prepare this.
- Training Programme:** Ms. Manisha is in charge. This programme is designed to make the new planning process available to UDA planners.

7) Necessary licences, budget and other resources are listed to ensure sustainability of the roles of URC and the methods applied.

This activity was to be implemented by the second year. Almost all software selections were completed by the second year, but some were delayed and reorganised at the end of the project. The software basically required was server-related software and software used for planning. Both are ArcGIS series, and annual maintenance cost is required. In addition, annual subscription to Mentimeter, which is used for consensus building, was added.

Table 8: List of Licences and Budget

Software License Description	Qty.	Replacement Cost	Annual Maintenance Cost Subscription	Comments
Esri ArcGIS Enterprise Server Standard (Perpetual Licence) 1 Licence	1	USD 25,400	USD 6,200	AMC paid up to year 2024/25
Esri ArcGIS Desktop – Pro Basic (Concurrent Use Licence) – (Perpetual Licence) 1 Licence	1	USD 4,400	USD 1,300	AMC paid up to year 2024/25
Esri ArcGIS Desktop – Pro Standard (Concurrent Use Licence) – (Perpetual Licence) 1 Licence	1	USD 10,000	USD 2,100	AMC paid up to year 2024/25
ESET Antivirus Software Licence (Licence period: 2 years from the date of activation)	4	LKR 5,603	LKR 2,802	Annual subscription / 2-year subscription paid
Microsoft Office 365 Family (Licence period: 1 year from the date of activation)	1	LKR 31,043	LKR 31,043	Annual subscription
Arc GIS Spatial Analyst Extension for Arc GIS Pro Desktop (Concurrent Use License) / 1 Licence AMC	1	USD 3,300	USD 850	AMC paid up to year 2024/25
Arc GIS Network Analyst Extension for Arc GIS Pro Desktop (Concurrent Use License) / 1 Licence AMC	1	USD 3,300	USD 850	AMC paid up to year 2024/25
Mentimeter (1 st Year)	1	USD 143.88	NA	Paid up to year 2023/2024
Mentimeter (2 nd Year)	1	NA	USD 107.88	AMC paid up to year 2025/26

Source: URC

(5) Activities Concerning the Entire Project**1) Preparation and Approval of Work Plan**

It had been approved in the first JCC Meeting in March 2022.

2) Examination of Verifiable Indicators and Means of Verification of PDM

The indicators for this project based on the PDM attached to the R/D had been confirmed at the 3rd JCC (21 September 2023). Based on the indicator, through this monitoring sheet, the project progress and results are examined.

3) Confirmation of URC Members

URC members were confirmed at the beginning of the project. During the project period, there were some changes in members, and these were confirmed for both URC and JET from time to time. The URC members are listed in Annex 1.

4) Holding Joint Coordinating Committee Progress Meetings

The following JCC meetings were held during the project period. At the 5th JCC held on the 13th of June 2025, the project activities were confirmed and concluded the project.

Table 9: List of JCC Meetings

1st JCC Meeting
Date: 14th March 2022
<ul style="list-style-type: none"> • Approval of the work plan. • All parties agreed to finalise the pilot project areas with mutual agreement after discussion. • All parties agreed to engage several of the NPPD planners as remote resource members of the URC and to give them the opportunity to join the training as remote members, which will not impact or influence the original Project design or work plan. • All parties agreed to hold the JCC progress meetings quarterly to supplement the JCC. They also agreed that some of the JCC meetings may be conducted virtually.
2nd JCC Meeting (JCC Progress Meeting)
Date: 5th October 2022
<ul style="list-style-type: none"> • Basic approval of the outline of the CITY-UP Training Programme • Slight modification of work schedule was explained and confirmed • Further activities to elaborate the training plan was explained and confirmed • JET requested URC to identify candidate cities for the pilot projects and nominate participants for the third country visit.
3rd JCC Meeting
Date: 21st September 2023
<ul style="list-style-type: none"> • Specification of the database to be implemented in the project, and progress on its approval. • All parties confirmed 4 ToT themes as the URC's latest request. • All parties have no objection to the selection of the selected pilot project site. • All parties agreed that there had been changes in the URC Management Team and in the URC core members due to internal transfers. • All parties agreed to determine project indicator "X", which had not been defined yet in the Project Design Matrix (PDM). • All agreed that the Plan of Operation (PO) needs to be revised. • JCC progress meeting will be held every six months.

4th JCC Meeting
Date: 11th July 2024
<ul style="list-style-type: none"> • Project's progress was presented by URC. • Discussions conducted for the planning process and progress of Tangalle Development Plan were shared. • Discussions on Gulde Plan for Battaramulla were shared. • Progress and current achievement of CITY-UP Training was shared. In addition, URC expressed the necessity of UDA's internal trainings. URC requested to Human Resource Department the budget to conduct further training programme. • NPPD requested to participate in the capacity development programme. It was confirmed that some of NPPD offices had already been a remote resource member of URC. • UDA requested JICA project period extension due to delay. JICA confirmed that it was under discussion. • The JICA representative stated that while it was understandable that URC members had other duties, the input of UDA should be prioritised. JICA requested cooperation from all stakeholders to ensure that URC members could focus on the project activities, as the project period was limited even if it would be extended.
5th JCC Meeting
Date: 13th June 2025
<ul style="list-style-type: none"> • Confirmation of completed Project activities and the achievements of the Project • Confirmed the results of joint review of the Project • Confirmed the way forward for UDA to achieve overall goals • Certificate Award Ceremony

Source: JET

5) Project Monitoring

Project monitoring was done through the monitoring sheet, from version 1 to version 6.

6) Preparation of the Completion Report

At the end of the project, the Project Completion Report is prepared, which is this report.

7) Third Country Visit

It was conducted from 19th to 22nd of June 2023, and reported in the monitoring sheet version 4, and Separate Volume 12.

2 Achievements of the Project

2-1 Outputs and indicators

(1) Output 1: URC staff members are capacitated to utilise ICT technology in urban planning methods.

1) Number of trainings held for URC officers

Based on the Capacity and Needs Assessment Report and CITY-UP Training Plan (Version 1) prepared in January 2023, the courses of CITY-UP training modules were conducted. At the end of the Project, **a total of 99 training sessions** were conducted for URC officers, and **the accumulated hours of the training reached 224 hours.**

Of the training contents conducted, all core technologies were implemented. Some of the planned trainings for non-core technologies could not be implemented, but these were not part of the

specifications required by the project, so the project specifications were completed. This objective was also accomplished to a great extent, as many of the areas needed for planning were covered.

2) Number of URC officers who joined the trainings

All 30 URC members participated in the training programme, but the average number of participants per training session was about 13.4 due to conflicts with UDA regular work. In addition, Remote Resource Members who were not URC members and young UDA planners also participated in the trainings. The average attendance of URC members and other members combined at each meeting was 18.5. JET also provided series of video sessions, so that URC members can take the lessons whenever possible. As it was difficult to secure enough participants due to conflicts with the regular work of the URC members.

Considering the expertise and responsibilities of each URC member, it was not necessary that they participate in all trainings. In view of this, this goal was considered to have been moderately achieved.

3) Other Remarkable Achievements

■ Achievement of the CITY-UP Training

The achievements of each URC member in obtaining the technical contents of the training were confirmed by self-evaluation questionnaires. And major achievements could be described as follows through the pilot project as well as other UDA activities.

Table 10: Outcomes of CITY-UP Training

Module	Major Outcomes
OA1: Urban Planning System and Formulation Process	The new planning process was prepared at the initiative of URC, and URC waited for its approval by the Planning Committee. The result of the training had been incorporated, and improved process applied to the pilot project of Tangalle Development Plan.
OA2: Organisation and Management of Data	An introduction was given on the various forms and uses of databases, based on which the database functions required for the UDA were identified and database equipment purchased. Based on the discussion, the database system had been installed. In addition, database training had facilitated its utilisations.
OA3: Organisational Role	Based on the training, the discussions to propose the organisational form of URC were conducted.
LU1: Spatial Data Capture and Analysis / LU2: Land Use Planning	<ul style="list-style-type: none"> The trainings were structured as a series of hands-on workshops, each designed to address specific aspects of land use planning. The training led to significant improvements in the capabilities of UDA staff in the following areas: 1) Technical Proficiency in GIS, 2) Understanding of Land Use Planning Methodologies, 3) Problem-Solving Skills, 4) Collaboration and Networking, and 4) Practical Application of Knowledge. The hands-on trainings have significantly enhanced the capabilities of UDA staff in urban planning. By equipping them with essential skills in GIS and methodologies for land use planning, while fostering a collaborative learning environment, the project contributes to the overall improvement of urban planning practices in Sri Lanka.
LU3: GIS	Through GIS training, participants learned a wide range of spatial data construction and analysis necessary for urban planning, together with the above Land Use Sessions.

Module	Major Outcomes
EV1: Environmental Analysis and Planning	At present, UDA is not adequately carrying out environmental analysis of natural areas such as forests and wetlands. Considering the situation where there is no existing data, the analysis method was taught using open data sources, and those that can be used in planning. In addition, disaster management is also taught and it is useful to consider land use planning.
EV2: Climate Adaptation and Low Carbon	The session introduced global trends toward a low-carbon economy, but it was treated as a reference, not directly related to the urban planning issues currently faced by UDA.
EV3: SEA	Although the new planning process does not include the entire SEA process, the concept and tools of SEA were adopted in the discussions for strategy formulation with relevant stakeholders.
UD1: Guide Plan Formulation and Urban Design	Basic urban design practice had been carried out, and specific theme for urban design guideline was exercised in some workshops. Together with ToT sessions, it was useful for Battaramulla Guide as a pilot project.
UD2: Urban Visualisation and Simulation	In 3D, lectures on virtual spaces were given, particularly the metaverse and AR. It also used AI techniques to visualise the project. Although this is still a challenging field in urban planning, but simple tools were utilised. As for simulation, it was not conducted because it was still difficult techniques for UDA, in terms of technical capacity and budgets for software.
SE1: Socioeconomic Analysis and Planning	A basic lecture was given, followed by further discussion on carrying capacity, which was the subject of the ToT.
SE2: Economic Development of City	Although a training of project-based financial examination was conducted, the results were not verified because the financial examination was not directly related to the development plan or other planning activities.
PC1: Public Consultation	Through a series of trainings, awareness of participatory planning and consensus building increased, and the previously one-way process of providing information and gathering inputs became a two-way process between UDA and stakeholders. These changes were particularly evident in Steps 2 and 9. In addition, the introduction of the digital tool, Mentimeter, reduced the time and effort involved in public consultation.
IS1: Transportation	The absence of city-scale transport planning was identified through the training, and a road map was prepared by JET for future improvements. This will be an item to be included in the strategy for cooperation with external resources. Further, URC also plans to take this current situation into account in the improved planning process, which will be developed through consultations with thematic stakeholders.
IS2: Infrastructure	Training session for electricity and sewerage were conducted to obtain minimum knowledge in urban planning.
HS1: Housing	Training session for housing was conducted as UDA is one of the authorities to provide public housing, and it would be a content of the development plan.

Source: JET

■ Planning Software and Essential Hardware

Regarding Activity 1.3, “Planning software and relevant essential hardware are installed,” desktop PC and laptop PCs had been purchased and effectively utilised on a sharing basis among all URC members. Database equipment had also been installed, and JET is supporting further utilisation. Planning software had been purchased, and the training sessions to utilise the software were conducted. All of the software were used in UDA effectively.

(2) Output 2: Capacity of URC staff to conduct internal UDA training is strengthened through Training of Trainers (ToT).

1) Number of ToT trainings held for URC Officers

A total of 10 ToT sessions were held. Although PDM's Objectively Verifiable Indicators do not indicate specific frequency targets, the number of training sessions held was considered sufficient as a ToT following the comprehensive CITY-UP Training. The number of ToT trainings was minimal and could have been more frequent. However, the number of ToT sessions was limited due to the time allocated for CITY-UP Training, which dealt with themes related to many plan contents, in order to improve the skills of all URC members, and due to their busy schedules. Nevertheless, the required number of TOTs for this project was conducted.

In addition, the CITY-UP Trainings on LU3: GIS were conducted with the ToT method, due to the limited number of licences held by UDA, and these were held 10 times in total. URC members who participated in this training sessions were conscious of passing on their skills to other UDA staff members. In particular, the last two sessions were held on a scale that could be applied to Urban Design, one of the themes of the ToT, hence these were conducted using the pilot site of Battaramulla as an actual example.

Table 11: ToT Sessions Held in the Project

ToT Theme	ToT Session	No. of Participants
Carrying Capacity	October 7, 2024: Introductory Session for Carrying Capacity	16
SEA	June 27, 2024: Sessions for SEA Tools	7
	March 21, 2025: Technical Workshop for SEA	2
Monitoring and Evaluation	June 1, 2024: Monitoring and Evaluation of Plans (1)	13
	March 10, 2025: Monitoring and Evaluation of Plans (2)	4
Urban Design	June 28, 2024: Discussion for Battaramulla Development Plan	16
	July 18, 2024: Preparation for TOT Urban Design and Guideline	3
	January 30, 2025: Table of Contents for the Guide Plan	3
	February 5, 2025: Concept Formulation	5
	March 28, 2025: Workshop for the Guide Plan	3

Source: JET

2) Number of URC Officers who joined the ToT trainings

The above Table 11 shows the number of URC officers who participated in the ToT trainings. URC had assigned a person to each ToT topic, and other URC members participated to support the assigned persons. It is expected that all URC members will be responsible for the transmission of technology to other UDA planners in the future, and it is believed that the broad participation of those not in charge of the project was sufficient to achieve this goal.

Table 12: Responsible URC Member for Each ToT Theme

ToT Theme	Person in Charge
Carrying Capacity	Sukhitha M. Ranasinghe D.A. (Ms.), Assistant Director, GIS
SEA	Thushara U. Weerakoon (Ms.), Assistant Director, Western Province Enforcement Audit and Monitoring Unit
Monitoring and Evaluation	Shaveen Silva M.M.T. (Mr.), Enforcement Planner, DDG (Planning) - Zone II,
Urban Design	Yasantha Pradeep Perera H.A. (Mr.), Assistant Director, CMR

Source: JET and URC

3) Number of internal trainings (from URC Officers to Provincial Offices) held by trained trainers

Each of the internal training sessions was conducted on an ongoing basis in various forms, including individual discussions with the officers in charge and workshops, so it is difficult to count the number of training sessions, but the results are described below. Due to time constraints caused by delays in other activities, the programme was not implemented as many times as it should have been and only minimal objectives were achieved.

Table 13: Responsible URC Member for Each ToT Theme

ToT Theme	Description
Carrying Capacity	<ul style="list-style-type: none"> Local experts hired by JET were the main people preparing the content for application in the Tangalle Development Plan, and they coordinated with URC members in the preparation. Although the content was not implemented as sufficient internal training during the project period, it is expected that the technical contents will be communicated to UDA planners, mainly by URC members, in future planning process.
SEA	<ul style="list-style-type: none"> A workshop for the Tangalle Development Plan was conducted immediately after the ToT session on March 21, 2025; the SEA tool was utilised during this workshop. The workshop was held to formulate the concept according to the Goal of Tangalle, and the groups set up for each goal consisted of URC members and officials from the UDA Hambantota office and the Local Authority. The practice of the SEA tool was conducted in this occasion led by URC members, and functioned as an internal training.
Monitoring and Evaluation	<ul style="list-style-type: none"> The TOT training used Maharagama MC, which had already developed a plan, as a case study. This was to be put to practical use in the Tangalle Development Plan. However, due to the delay in the planning process of Tangalle Development Plan, monitoring and evaluation had not yet been discussed, and the internal training could not be implemented on time.
Urban Design	<ul style="list-style-type: none"> Immediately after the TOT session on Urban Design on March 28, 2025, a discussion was held to formulate a concept for one of the clusters identified in the Battaramulla Guide Plan. This was conducted with the participation of URC members and young planners from UDA, and was conducted as an internal training programme with URC members leading the discussion. Subsequently, similar discussions were held in all five clusters identified in the Battaramulla Guide Plan between April and May 2025, and a meeting will be held to summarise these discussions, thus fulfilling the role of an internal training programme.

Source: JET

In addition, the new planning process improved by this project was led by URC, and consultations were held to familiarise UDA-wide staff with the new planning process. The new planning process incorporated results of the CITY-UP Training, and activities to disseminate this new planning process within UDA can be regarded as an internal training.

- On the 15th of May 2024, a workshop was held for UDA officers after URC completed a draft of the new planning process. The new planning process was presented and discussed. Nearly 110 UDA officers from the headquarters and regional offices attended this workshop.
- On the 2nd of July 2024, another workshop was held in response to the above workshop. Nearly 90 UDA officers attended.

The process of developing the Tangalle Development Plan is being carried out by URC members together with the UDA Hambantota office in accordance with the new planning process. In this series of steps, the newly acquired skills and other information from this project are used, hence serving as internal training to the URC members.

Furthermore, URC is currently preparing a training programme to disseminate the new planning process within the UDA.. It is expected that URC members will continue to take the lead in disseminating the new planning process throughout UDA after the project.

4) Strategy for effective cooperation with external human resources (e.g., domestic and international academic institutes)

A strategy for effective cooperation with external human resources was developed during the project period, and discussions were held with UDA high officials on the 23rd of May 2025, with general agreement reached. The strategy was confirmed at the final JCC meeting. Therefore, this indicator had been fully achieved. It is expected that high-quality planning will be carried out in accordance with this policy in cooperation with external organisations in the future.

The process for achieving this result was as follows. UDA's past achievements were reviewed and the basic ideas for future strategies were sorted out, which JET had discussed with the URC. It was also considered appropriate to identify more clearly the necessary linkages through the CITY-UP Training and to develop a strategy. This included how UDA could cooperate with the other relevant organisations in planning. In September 2024, the draft of the new planning process was completed, and its essence was incorporated with the new planning process.

5) Formulation of the internal training plan

The internal training plan was developed as a comprehensive one, and it was agreed that CITY-UP Training would be responsible for part of the plan. This was confirmed at the 3rd JCC meeting. Although there was no sufficient time for this review at the end of the project, it is expected that internal training will continue to be provided in the future through the future use of CITY-UP Training and the improvement of URC members' technical skills through the ToT. This will ensure that this outcome objective be adequately met.

In addition, URC will prepare internal training programme for the new planning process. Originally, it was planned to complete during the project period. However, due to heavy workload of URC members, it could not be achieved.

6) Training manuals and materials

In terms of training materials, the policy was to organise and share the materials used in CITY-UP Training and make them available for UDA's internal training. This was successfully done, as all the training materials are stored in a shared folder, which URC members can access anytime.

In terms of the training manuals, JET provided the technical manuals. These were summaries on how to use the tools necessary for planning that were covered in the CITY-UP Training for planning purposes. The URC is also preparing a manual for the new plan development process. The technical manual provided by JET is considered to be an annex to this manual.

(3) Output 3: UDA's existing urban planning process is improved to facilitate effective consensus building with stakeholders.

1) The strategic planning approach is supplemented by at least 2 additional consultations and coordination processes (e.g., SEA and interim reporting)

The original strategic planning approach (10 planning steps) was assessed and improved. Main improvements of planning steps are the following:

- 1) "1.0 Initiation" is newly added for UDA team setup.
- 2) "2.0 Awareness and Familiarization" is added (while information collection was omitted) including stakeholder analysis and consultation, as well as online surveys for citizens.
- 3) Implementation methods of stakeholder meetings (2 times) are improved not only for information sharing, but also for securing the discussion time for consultation with stakeholders.
- 4) Focus group discussions are actively conducted through the overall planning process, especially area familiarisation, strategy formulation for 8 planning themes, and the zoning stage.
- 5) "10.0 Implementation, Monitoring and Evaluation" is newly added, including establishment of a special-purpose vehicle (SPV) and a plan evaluation team (PET).

While the Objectively Verifiable Indicators for Output 2 described as "at least 2 additional consultations and coordination processes (e.g., SEA and Interim reporting)", the above 5 processes are considered at the additional processes. It is noted that the major concept of SEA is adopted into the focus group discussions to formulate the 8 thematic strategies. Thus, this indicator was achieved beyond the target.

2) Draft manuals on the additional consultation and coordination processes

A wrap-up session on Output 3 was held in March 2025 to discuss the status of the manual. Draft manuals on additional consultations and coordination processes were then completed. Although basic agreement was reached among UDA, the manuals have not yet been officially approved by UDA. however, it was presented at the final JCC meeting and confirmed by the JCC members.. Thus, it can be evaluated that this indicator was well achieved.

(4) Output 4: The data sharing function of URC is improved and its capacity to lead the application of ICT technology in UDA is strengthened.

1) Draft document of the role and mandate of URC

This output was drafted in March 2025 through discussions on the organisational structure of the URC that took place throughout the project period. It was developed through discussions with URC members, UDA District Offices, and Deputy Director Generals from each department, and they were particularly responsive to the input of the URC Team Leader. The future strengthening of the organisation was structured like a road map from the short term to the future, and was designed to guide the URC. It appeared to have been well understood within UDA. Further, it was explained to UDA high officials on the 22nd of May 2025, and it was basically agreed. After a few revisions, it was confirmed at the final JCC meeting. Thus, this output is well achieved.

The main recommendation for organisational improvement of the URC is to make it an permanent department, which will require organisational restructuring within the UDA. In response to this, on the 15th of July 2025, UDA issued a letter stating the establishment of a department for research and development including the activities of the URC, the selection of three members to appoint the activities of the URC, and the future prospects for the activities of the URC. It is expected that the actions outlined here will be implemented as planned.

2) Number of methods and tools practically applied to draft development plans of pilot cities/areas

The pilot project and many other aspects of UDA's activities showed improvement in technical skills. The 10 Methods and Tools for planning, shown in the table below, are the main outcomes. The CITY-UP Training also dealt with other 3D technologies, including AR, and simulation technologies, but due to the high level of difficulty, UDA's PC capacity, and the budget for software installation, these technologies were not widely used. However, enough new technologies were introduced to confirm this outcome.

Table 14: Methods and Tools Applied in Planning

Method/Tool	Description	Related Training
Monitoring and Evaluation of Plan	Monitoring and Evaluation of Plan have not been given much attention in the past, but their importance have been understood and placed within the new planning process.	OA1: Urban Planning System and Formulation Process
Database System	A database was established within UDA and used in planning situations and other UDA activities.	OA2: Organisation and Management of Data
Basic Survey for Planning	The concept of a basic urban planning study was also recognised in the new planning process.	LU1: Spatial Data Capture and Analysis / LU2: Land Use Planning
Issue Organisation Framework	Learned about Issue Organisation Framework, which systematically organises solutions from issues during planning process.	LU1: Spatial Data Capture and Analysis / LU2: Land Use Planning
GIS (ArcGIS incl. Network Analysis and Spatial Analyst)	URC members learned and used various technologies related to GIS.	LU1: Spatial Data Capture and Analysis / LU2: Land Use Planning / LU3: GIS

Method/Tool	Description	Related Training
Google Earth Engine	Google Earth Engine made it possible to analyse land cover, environmental quality, environmental suitability, etc., utilising open sources for environmental analysis, which was not possible before. However, the level of difficulty is rather high and only partial use is possible.	LU1: Spatial Data Capture and Analysis / LU2: Land Use Planning / EV1: Environmental Analysis
SEA	SEA's essence was incorporated in the new planning process. Although not in the form of a full SEA, the SEA tool was utilised in stakeholder consultations for each sector.	EV3: SEA
AI (for 3D Modelling)	In the field of urban design, newly introduced tools were limited because it was aimed at improving basic capabilities. However, AI-based 3D representation technology was introduced.	UD1: Guide Plan Formulation and Urban Design / Urban Visualisation and Simulation
Carrying Capacity	The concept was introduced to examine population growth and corresponding land use change and infrastructure provision. However, the methodology has not completely penetrated the planning scene.	SE1: Socioeconomic Analysis and Planning
Mentimeter	Mentimeter, a new tool introduced by UDA, is a real-time visualisation of participants' opinions, and is being used in various workshops and other discussions held by the UDA. It is also used in meetings held by other ministries and agencies, contributing to effective discussions.	PC1: Public Consultation

Source: JET

3) Newly established database functioning as the URC datahub

Server hardware and software were purchased on October 9, 2023. The hardware for the server was received and installed in UDA's server room on December 8, 2023, and preparations for operation began. In March and April 2025, JET confirmed the status of the database installation, Internet capacity, and utilisation. "Functions and Rules of the Database" was also documented. As stated in Section II, 1-3 (4), the database is being used.

Especially, it should be emphasised that UDA launch "My Zone Application", which allows the public to view the land use zoning plan and regulation. The initial project envisaged a database for use within the UDA and related organizations, and did not anticipate public access. The JICA expert team has continued to provide technical support for the construction of a database utilizing the server introduced in this project, and has provided technical support to the UDA for the construction of a database system that includes public access. This app was officially launched on May 23, 2025, under attended by the Minister of Urban Development, Construction, and Housing, marking the formal commencement of public access.

Establishment of the database is expected to contribute greatly to improving the efficiency and quality of UDA's activities by enabling UDA and related organisations involved in urban planning to share data, thereby streamlining the planning process. It is also expected to improve presentation capabilities by interactively displaying geospatial information on maps and to simplify the building permit application process for citizens and UDA officers. Further details are described in the Section II, 1-3 (4). Thus, this is fully achieved within the project period with results beyond expectations

4) Revised manual(s) on urban planning processes

The deliverables of this JICA project include the manuals on the additional consultation and coordination processes in Output 3, which was completed by JET. URC, on the other hand, had completed the new planning process and will prepare the manuals for it. The new planning process was approved in May 2025. The manuals on the additional consultation and coordination processes will be a part of the manual for the new planning process. This standardises the development plan formulation process and is expected to be useful in the future in terms of streamlining development plan formulation, improving the quality of plan content, and stakeholder engagement.

The initial goal was to have the new planning process manual itself completed and approved by UDA during the project period. However, this URC-led effort has been delayed and is now being pursued for approval. However, it was presented at the final JCC and confirmed. This outcome was only minimally achieved, as it was only approved at the JCC, not by official UDA committee.

5) List of necessary licences and budget to sustainably apply the modern urban planning methods

Due to the political and economic crisis in Sri Lanka, the UDA budget had also been cut down, and it was only possible to secure a budget for the minimum necessary software. Despite this situation, UDA decided favorably on the database equipment and software needed for the project, taking into account the cost of future maintenance and sustainability. These have been listed and will be used to secure future UDA budget. Therefore, this indicator is considered to have been satisfactorily met.

2-2 Project Purpose and Indicators

The Project purpose was set as “The Urban Research Centre (URC) effectively functions as the coordination and data hub to utilise modern urban planning methods in UDA.” The “Objectively Verifiable Indicators” had been fixed at the 3rd JCC held in September 2023. The project will be evaluated based on the indicators.

1) At least 80% of training recipients from the Urban Research Centre (URC) improve their skills and knowledge on urban planning.

All of the 30 URC members have participated in some of the CITY-UP training programme. However, due to their daily work for their respective positions in UDA, average participants in each training session were 13.4 persons.

JET conducted the self-evaluation by questionnaires, which was to confirm the knowledge, skills, and methods related to planning gained through CITY-UP training in qualitative terms. Out of 30 URC members, 26 answers were obtained, or 87% of total. Through the self-evaluation, all the 26 members obtained some technical skills and knowledges for planning. During the pilot project and other UDA’s activities, many of the skills which improved by the CITY-UP Training were used. Thus, 87% of the URC members were confirmed to have improved their capacities, achieving the target of 80%.

2) The internal training plan is adopted by UDA.

The internal training plan was developed in conjunction with the CITY-UP training programme, which was considered to be responsible for about half of the URC's internal training plan. Although no training actually conducted by UDA in accordance with this internal training plan was identified, the results of the CITY-UP Training were used through workshops and other activities that UDA planned on its own. In addition, through the pilot project, discussions and collaborations with other UDA planners were conducted, which can be evaluated as having functioned as internal training as well.

The UDA itself aims to implement this internal training in the future, and it is expected that it will be properly implemented after the project. As an indicator of the project, even though the internal training plan was not followed, it can be said that the internal training was adopted and is considered to have been achieved at a minimum level.

3) Additional coordination processes and cooperation strategies with external stakeholders/resources are approved by UDA.

Additional coordination processes have been incorporated into the new, improved planning process, which the UDA will approve in May 2025. The cooperation strategies with external stakeholders/resources proposed by JET was discussed and agreed by the UDA high officials in May 2025. The strategy was presented to the JCC and confirmed as a proposal for this project. Although it was not officially approved by UDA planning committees, this indicator has also been achieved.

4) Necessary licences and budget to run the URC activities are adopted by UDA

Taking into consideration the cost of future maintenance, UDA decided during its board meeting to purchase the database equipment to be installed, the software for this equipment, and the software needed for the plan. These were listed and the necessary licences and budget had been applied to the UDA. Therefore, this indicator was also achieved.

5) The document on the role and mandate of the URC is adopted by UDA.

The role and mandate of the URC was continuously discussed throughout the project period and was drafted through consultations with URC members, discussions with UDA officials, and status review and interviews with the UDA District Office. It was discussed with UDA high officials and obtained general approval. This was presented and confirmed at the final JCC.

This draft was designed as a road map to establish the organisational positioning of URC. URC has indicated the necessary actions to strengthen the URC, including organisational restructuring, but further discussion is needed. It remains to be seen whether the organisation will be strengthened in accordance with the document outlining the role and mandate of URC. However, as it reached basic approval at JCC during the project period, it is considered to have been achieved sufficiently.

3 History of PDM Modification

The indicators for this project were based on the PDM attached to the R/D. The adequacy of this content was reviewed through the capacity and needs assessment conducted at the beginning of the project, the organisational structure of UDA and URC, as well as the training for Output 1, and the content was confirmed with URC. There was also a concern that it is not appropriate for a point on money such as "budget" to be used as an indicator. As a result of discussions, it was confirmed that no changes to the original PDM were required, and that work would proceed accordingly.

On the other hand, finalisation of the PDM was made and confirmed at the 3rd JCC Meeting on the 21st of September 2023 as described below. The modified PDMs are attached to the monitoring sheets version 4, 5, and 6. (See Annex 3).

■ Set the Objectively Verifiable Indicators

The PDM had an undecided indicator listed as 'X' at the start of the project. This was confirmed at the 3rd JCC (21 September 2023) as described below. At the same time, in the activities related to Output 1, there was a reference to 'Training in Japan', which was an error and was corrected to 'Third Country Visit'.

➤ Overall Goal

- At least “24” development plans in Sri Lanka adopt the additional coordination processes.
- At least “5” examples of cooperation with external resources are realised based on the cooperation strategy.
- “100%” of urban plans in Sri Lanka are formulated with the application of modern urban planning methods acquired/strengthened through the project.

➤ Project Purpose

- At least “80%” of training recipients from the Urban Research Centre (URC) improve their skills and knowledge on urban planning.

■ Revision of the Plan of Operation

The revision of the Plan of Operation (PO) was approved at the 3rd JCC in September 2023, in response to the delays and situation changes. The major points are described below.

- [1.3] Due to delay of UDA’s board approval, the installation of the software and hardware extended up to March 2024. It is noted that the practical application of the software will be done through ToT, internal training and pilot projects.
- [1.4] Because of delayed start of training due to Covid-19, the unstable situation in Sri Lanka in 2022 and decreased number of participants due to members’ daily work, the training period is to be extended up to June 2024, to enable more participants.
- [2.2] ToT will be done in parallel with internal training as OJT until the end of the project period in order to obtain more effective outcomes.

- [2.5] Formulation of the strategies for effective cooperation with external human resources will be started after the major training modules are done in October 2023, and completed in December 2023.
- [4.1] With regard to the Role and Mandate of URC, it is proposed to continue its activities throughout the project period.
- [4.2] [4.3] Pilot project will be selected at the 3rd JCC. The activity will be started soon after the confirmation of selection at the 3rd JCC and continue to the end of the project.
- [4.4] Database functions and Rules will be finalised after installation of the database, targeted in the March 2023.

4 Others

4-1 Results of Environmental and Social Considerations (if applicable)

This is not applicable for this project.

4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction, Disability, Disease infection, Social System, Human Wellbeing, Human Right, and Gender Equality (if applicable)

This is not applicable for this project. However, the activities of UDA and URC are evaluated as follows:

- Regarding gender equality, 16 of the 25 most recent URC members are women. UDA also has many female officers, and women are active at the staff level. However, since the high-level officials are still predominantly male, the improvement of technical capacity through this project may lead to the improvement of the status of women in the future.
- In addition, UDA and other government agencies have a responsibility to low- to moderate-income families equally; the Development Plan prepared by UDA and the housing supply already take this fully into account. UDA's Development Plan also takes into account the policy for industrial development in the region, and income growth through industrial development is also taken into consideration. In addition, UDA has already taken into account the social context of Sri Lanka, where Sinhalese and Tamils live together, and where Buddhism, Islam, Hinduism and Christianity are practiced.

III. Results of Joint Review

1 Results of Review Based on DAC Evaluation Criteria

1-1 Relevance

(1) Consistency with Development Policy

UDA prepared “Strategic Plan 2018-2022” and set the four (4) strategic goals and relevant objectives. Especially, UDA set a goal as “Planned Physical Development in all Urban Areas,” and the policies of

“promotion of development of urban areas based on urban planning” and “modernization of urban planning methods” were established. In 2022, UDA prepared “Corporate Plan 2022- 2024” and set several target including “To prepare 208 Development Plans for different urban declared areas of the country by 2024”, and “prepare 134 Guide Plans covering the entire island by 2024”. During the project period, 35 development plans for 49 local authorities were gazzeted, and as of June 2025, 37 development plans for 65 local authorities are under preparation. However, still development plans for more than 100 local authorities have not started the preparation. Thus, urban planning (Development Plan) in designated urban areas has fallen far short of the target.

As of June 2025, when the project activities are completed, neither the Strategic Plan nor the Corporate Plan has been revised. Therefore, the Goal and Target shown in both plans are considered to be the same as they are. This project was based on these policies at its inception and has remained consistent with the development policies throughout the project.

(2) Consistency with Development Needs

The above-mentioned plans and policies directly relate to the development need for urban planning in Sri Lanka. There are still many designated cities that do not have urban plans in place, and this remains a pressing issue with regard to “promoting development in urban areas based on urban planning.” The UDA planners who formulate these urban plans have been using conventional methods of planning, and the situation has not changed where efficient planning is expected by modernising the planning methods, which is highly consistent with development needs.

(3) Appropriateness of project plan and approach

The project plan and approach were deemed appropriate. During the project period, political and economic crises in Sri Lanka had a significant impact on project progress, but no major changes were made to the project plan. Rather, the more severe fiscal situation increased the need to develop plans efficiently using modern planning techniques.

On the other hand, through the implementation of this project, URC devoted time to improve the planning process. The new process has been carefully standardised, including the process of reaching consensus with stakeholders, resulting in a higher quality process that is more appropriate for urban planning. at the same time, it is possible that the time required for planning has become longer. At this point, the process has only been implemented through the pilot project for Tangalle Development Plan, and it is necessary to conduct a sufficient evaluation later.

However, it cannot be denied that the original objective of improving efficiency may have been missed. Alternatively, it could be possible to take other approaches, such as to make a simplified planning process that was necessary and sufficient, or to allocate more number of officers/planners and improving management system as an organisational aspect.

(4) Conclusion

Therefore, it is possible that there were better measures for the relevance of the project plan and approach. However, this would have been inconsistent with the need of the Sri Lankan side to improve the quality of the plan. In this sense, it can be evaluated that the overall relevance is consistent with the three points mentioned above. However, it is necessary to evaluate the efficiency of the planning process in the future as an ex-post evaluation.

1-2 Coherence*

(1) Collaboration with JICA's other projects

The following is a summary of this Project's collaboration with other JICA projects, including past and potential projects.

■ Transport Planning

In Sri Lanka, "The Urban Transport System Development Project for Colombo Metropolitan Region and Suburbs (CoMTrans)", which was supported by JICA and implemented by the Ministry of Transport of Sri Lanka from 2012 to 2014, formulated the comprehensive urban transport master plan. At that time, a full-scale traffic survey was conducted, leading to the formulation of a master plan for transportation. Although the plan itself is no longer in effect, the data from that time period is still being utilised, as no comprehensive traffic surveys have been conducted since then.

In addition, training on transportation revealed that the agencies responsible for urban transportation planning were unclear. In response, UDA and RDA did discussions for collaboration. In addition, UDA made a request to JICA for capacity development in transport sector within UDA.

■ Disaster Management

CITY-UP training programme dealt with the session "EV1-2: Mainstreaming Disaster Management". In this programme, the result of the following JICA projects were shared.

- "Project for Capacity Strengthening Development of Non-structural Measures for Landslide Risk Reduction in Sri Lanka (SABO Project)"
- "Project for Mainstreaming DRR Through establishing Local DRR Plans Based on Basin Strategy in Sri Lanka"

The National Building Research Organisation (NBRO) was the major counterpart of the above projects. And the results should be used for land use planning to secure safety of the city against natural disasters, by collaborating with NBRO. In this project, the database system was established. It is necessary to collaborate with these projects in terms of data sharing as well.

The above examples of projects for transportation and disaster management clearly demonstrate the need for UDA to collaborate sufficiently with external organisations in planning. The cooperation strategy formulated in this project also took this into consideration.

(2) Collaboration with other projects

Unfortunately, due to the political and economic crisis in Sri Lanka, other projects in Sri Lanka are not actively progressing, but the following are noteworthy.

■ LRT Project

LRT was initially supported by Japan for engineering services, but this was suspended in 2020. In addition, in the Colombo metropolitan area, there were plans for an LRT network in addition to the LRT line that was to be supported by Japan. This data and these plans have been shared with UDA, which has the foundation for collaboration.

■ Plans for the Hambantota region

Starting in 2023, Surbana Jurong (a Singaporean government-owned consultancy company focusing on infrastructure and urban development) had undertaken the planning for the Hambantota region, with URC providing support. URC was able to monitor and manage the planning activities by Surbana Jurong, as URC members have capacitated their technical aspect for planning through this JICA project. It is also noted that Mentimeter, which was introduced by this project, was utilised for Hambantota. However, the following points should be noted.

- This was not the same as the development plans for each UDA Declared Area, but rather a plan for a larger regional scale including cities. This is not a plan that is necessarily required in Sri Lanka's regional and urban planning systems.
- URC became busy with this support, and there was a lack of active collaboration between the projects. There was potential for synergistic effects for both projects through the sharing of knowledge and issues from the viewpoint of formulating urban plans with URC members, Surbana Jurong, and other planning entities in the Hambantota region.

(3) Consistency with global frameworks

UDA's "Corporate Plan 2022- 2024" described the Sustainable Development Goals (Global Goals to ensure prosperity for everyone by 2030). For planning activity of UDA, it emphasises "Sustainable Development Goals (SDG) 11: Sustainable cities and Communities" and other SDG targets; Everyone should have basic healthcare, security and education, Healthy lives and equitable quality education, prosperous world, Access water, more renewable, affordable energy, sustainable economic growth, Industry and Infrastructure, friendly production, reduce waste and boost recycling.

Thus, UDA's activities are conscious of the SDGs, and this project is also following the basic idea.

(4) Conclusion

It is considered that collaboration with other related projects was sufficient, and UDA's activities consist of the basic SDG ideas. However, due to the political and economic crisis in Sri Lanka, not many international cooperation projects were underway. It is also noted that more active collaboration could be possible between some projects.

1-3 Effectiveness

(1) Degree of the achievement of project purpose

As described in Section 2-2, the project objectives were generally achieved. This section describes whether these achievements are attributable to the project.

1) **At least 80% of training recipients from the Urban Research Centre (URC) improve their skills and knowledge on urban planning**

It was evaluated the achievement rate as 87% against the target of 80%. This can be attributed to the comprehensive technical training conducted in this project. However, it should be noted that not all URC members participated in the all training programme, and there were differences in the level of improvement in technical skills among individuals.

2) **The internal training plan is adopted by UDA.**

The internal training plan was created in parallel with the training plan implemented in this project, and URC and JET collaborated with each other. The fact that approximately half of the trainings created by URC was implemented in this project resulted in the completion of a comprehensive internal training plan. In this regard, this project functioned effectively. In addition, after the new planning process was prepared, URC is now preparing the training manual for the planning process. It was not completed within the project period. Therefore, it should be evaluated in the future, if it will contribute to effectiveness.

3) **Additional coordination processes and cooperation strategies with external stakeholders/resources are approved by UDA.**

Additional coordination processes were identified by JET as lacking in the previous UDA planning process and were incorporated into the improved new planning process, which was officially approved by UDA within the project period. The cooperation strategy was generally agreed within the project. These achievements were attributable to this project.

4) **Necessary licences and budget to run URC activities are adopted by UDA.**

Licences for software necessary for databases and planning were decided through several discussions considering future O&M cost, and approved by the UDA Board. .

5) **The document on the role and mandate of URC is adopted by UDA.**

The organisational role and mandate of the URC was continuously discussed throughout this project, and the JICA expert team proposed that URC should provide technical support to all divisions of UDA and play a role in strengthening internal capabilities. In the short term, it was proposed that URC be reorganised as a 'research and development planning division,' and in the long term, that the GIS department be integrated to strengthen its role as an urban data management centre as well. This proposal was generally agreed upon by UDA. This can therefore be considered a direct outcome of this project.

As this proposal requires organisational restructuring, UDA discussed the necessary actions and issued a letter on the 15 of July 2025. As this proposal requires organisational restructuring, UDA discussed the necessary actions and issued a letter on 15 July 2025. In this letter, it was approved that a new director would be appointed to establish a new division for research and development activities, and it was confirmed that three dedicated planners would be appointed for the new division, with proposal to add additional staff in the future.

Hereafter, whether the document on the role and mandate of URC have been adopted as UDA's actions and the progress of organisational improvements to the URC should be monitored.

(2) Conclusion

The project indicators are as described above and can be evaluated as having been sufficiently achieved. On the other hand, the Project purpose is stated as “The Urban Research Centre (URC) effectively functions as the coordination and data hub to utilise modern urban planning methods in UDA.” However, when considering whether the URC is functioning “effectively” throughout the project, there are organisational issues, such as URC members being overburdened due to their concurrent roles in various departments, making it difficult to say that URC is functioning sufficiently. Accordingly, it is evaluated that sub-rating “(3) - activity results have led to effect achievement and the project purpose has almost been achieved (criterion: 70% and over but less than 100%)”.

1-4 Efficiency

(1) Project Cost

Based on the ex ante evaluation paper, the project was estimated to cost 189 million JPY. The actual project expenses amounted to approximately 190 million JPY, which was almost the same as the assumed budget. In this project, in consultation with JICA, budget funds were effectively utilised considering the exchange rate change and software purchase. Toward the end of the project, funds were allocated from general administrative expenses that were not expected to be used for Covid-19 countermeasures, etc., to remuneration to cover the costs required for the extension of the project period, thereby ensuring efficient project management.

(2) Project Period

The project period was extended by six months for the following reasons.

- 1) Impact of COVID-19: Immediately after the project started, the impact of COVID-19 was still being felt, resulting in a delay of about one month.
- 2) Impact of the political and economic crisis in Sri Lanka: From April 2022, the project was delayed for about six months due to the impact of the political and economic crisis in Sri Lanka, including oil and power shortages and deteriorating security situation.

- 3) Prioritisation of discussions on improving the planning process led by URC: Although JET had planned to improve the planning process in parallel with the pilot projects, delays occurred because URC prioritised discussions on improving the planning process prior to the pilot project.
- 4) Impact of Ramadan 2024: Sri Lanka was also subject to travel restrictions, resulting in a delay of approximately one month.

Especially, the impact due to the crisis affected the project activities. However, there were no changes to the project outcomes. In order to effectively proceed with the entire project with the six-month extension, part of the general operating expenses was allocated to remuneration to ensure efficient project management within the project budget.

(3) Causal Relationship

Although there were several impacts and delays to proceed with the project, JET deployment was planned flexibly in line with the progress of local activities. In addition, the number of trips was increased beyond the initial plan to enable a more detailed response. The project was carried out as efficiently as possible within the given budget and time frame.

(4) Conclusion

This project was extended by six months, mainly due to delays caused by the unavoidable political and economic crisis, but it was possible to achieve almost all of the planned results within the budget and implement the project efficiently.

1-5 Impact

(1) Prospects to achieve the overall goal

The overall goal of the project is “UDA is able to deliver high quality urban plans through the effective functions of the Urban Research Centre (URC).” The objective verifiable indicators set by PDM for this overall goal are described below. Details are provided in Chapter IV.

1) Number of trainings implemented for other officers of UDA by URC officers based on the internal training plan.

The internal training plan consisted of technical content related to comprehensive urban planning. UDA was concerned about the budget for its implementation. Specifically, while some programmes were expected to be implemented by URC members, it was difficult for all programmes to be carried out by them alone, and outsourcing to external parties was also considered. Given the URC organisational structure, its members were serving in multiple roles across departments, and changes in membership due to promotions or transfers were also anticipated. Therefore, it was not always possible to rely on internal instructors for all programmes. At present, URC is intended to implement the improved new planning process throughout UDA as part of internal training.

2) At least 24 urban plans in Sri Lanka adopt the additional coordination processes

The 24 urban plans were for the number of districts in Sri Lanka, and a city would be selected in each district. The additional coordination process is part of the new planning process, and it is expected that it will be applied to all development plans created in the future. On the other hand, the challenge lies in the manpower of UDA planners, and whether or not the plans can be formulated as scheduled is a major challenge and a source of concern.

3) At least 5 examples of cooperation with external resources are realised based on the cooperation strategy.

Cooperation with external organisations is part of the new plan development process, and relevant stakeholders will be invited to participate in discussions on the eight strategies in the development plan that have been established. Therefore, the indicator that requires five examples is considered feasible. On the other hand, the cooperation strategy developed in this project includes long-term goals, such as outsourcing of development plan preparation, and it is considered difficult to achieve them in the near future.

4) 100% of urban plans in Sri Lanka are formulated with the application of modern urban planning methods acquired/strengthened through this project

It is expected that some of the recent technologies acquired through this project will be utilised in future urban planning, and it is anticipated that this goal will be achieved. For example, the application of Mentimeter is now being utilised in many planning practices, and some of GIS techniques are being used as well.

5) Sufficient licences and budget are secured to sustainably run URC activities.

In this project, software was purchased with the approval of the UDA Board, taking into consideration the annual maintenance costs that will be incurred in the future. Therefore, It is expected that the budget for necessary licences will be secured in the future. However, urban planning tools are constantly evolving, and it is desirable to periodically review the software that will be necessary in the future.

(2) Causal relationship

The setting of higher-level goals is appropriate in terms of improving the quality of urban planning, and it is expected that efforts to this end will continue in the future. However, improving the organisational functions of URC remains a challenge for the future. The most pressing concern is the fundamental shortage of human resources. In this project, it was proposed that URC be established as a single division, separate from other departments, so that it can focus on planning and research. On the other hand, due to a shortage of urban planners, each URC member is responsible for planning in their respective divisions, which raises concerns that the URC will not have enough members. Furthermore, due to the desire to develop high-quality plans, there are concerns about delays in planning in many cities where urban plans have not yet been formulated.

(3) Ripple effect

The negative impact of social systems, gender, ethnic groups, and social classes on the achievement of higher goals is considered to be negligible. The main concern is that a small number of UDA staff members are responsible for formulating plans for many cities. Formulating high-quality plans requires time. It is necessary to discuss the minimum content of plans in response to the urgency of formulating plans for cities where no urban plan is formulated.

(4) Conclusion

Most of the project's overall goals are expected to be achieved and no negative social impacts are anticipated. The challenges of urban planning in Sri Lanka may lie not in improving technical capabilities. Due to lack of appropriate human resources, the planning system as a whole need to be discussed including fundamental changes.

1-6 Sustainability**(1) Policy and System**

Regarding the sustainability of the impacts of this project, there are no significant issues, as the existence of UDA and its authority is legally guaranteed. While policy changes may occur due to changes in government, the role of UDA is clear, and the likelihood of fundamental changes is low. There is no change in the urgent need for planning based on social needs, so there are no issues regarding the continuation of the project. The experience gained from the pilot sites is expected to be reflected in the new planning process, and sufficient expansion to other cities is anticipated.

(2) Institutional and Organisational Aspect of the Implementing Agency

In a scenario where URC established within UDA plays a significant role, the project proposed the role and function of URC. In particular, the fact that URC members currently hold concurrent positions in their respective divisions has been a major obstacle, so it is proposed that URC becomes a permanent division. In order for URC to become a permanent division, organisational restructuring within UDA is necessary, and it is important for sustainability that the necessary actions are taken to accomplish this. However, the fundamental problem is a shortage of human resources, and overcoming this is a major challenge. There are no concerns regarding project ownership. Throughout this project, URC has taken the lead in many areas. It is expected to continue showing strong leadership in the future.

(3) Technical Aspect of the Implementing Agency

URC members are selected from among the most talented staff at UDA and are expected to have sufficient technical skills. Furthermore, they have acquired new planning skills through this project. On the other hand, personnel changes occur regularly due to promotions and transfers within UDA, which may pose challenges in maintaining these skills and motivation.

(4) Financial Aspect

The financial situation is extremely challenging. In particular, due to the political and economic crisis in Sri Lanka, UDA must use its budget sparingly. While securing the budget necessary for organisational maintenance is not expected to be an issue, there remains uncertainty regarding the budget required to conduct sufficient activities and secure the necessary number of personnel.

This project also explored the concept of revenue sharing through urban development projects utilising UDA-owned land. However, as this is not a core technology for planning formulation, which is the main theme for this project, insufficient time has been devoted to it, and sufficient technology transfer for UDA's own revenue-generating activities has not yet been achieved..

(5) Other Risks

Other potential risks include policy changes due to a change in government. However, although there was a change in government during the project period, there were no changes that affected the roles of UDA or URC. UDA is a kind of independent government agency with a clearly defined roles by law. Unless there is a major policy changes during regime change, it is unlikely that there will be any significant problem.

(6) Conclusion

Considering the independent position of UDA, ownership of the project by URC and its expected improvement as an organisation, a certain level of sustainability will be secured. Financial and personnel aspects are the concerning issues, and resolutions should be considered for the future.

2 Key Factors Affecting Implementation and Outcomes**(1) Impact of the political and economic crisis in Sri Lanka**

Due to the unstable situation in Sri Lanka, such as presence of demonstrations against the government and serious fuel and electricity shortage in this term, especially in June and July 2022, JET had to cancel some of the missions in Colombo. UDA officers also faced difficulty working in the office, considering that they could not come to the office due to serious shortage of fuel. During this period, JET try to implement the project by online basis. However, lack of electricity also caused the progress of the activities. This situation has become normal after March 2023, and there are no issues to conduct this project later on. This was an unavoidable factor, and was the major reason to extend the project period by six months.

(2) Delay in project implementation due to the busyness of URC members

One of the major reasons of delay of project progress was busyness of the URC members, as they have daily UDA works and the expectation to URC is remarkably high within UDA. This is related to the organisational aspect of URC, and the project continued to discuss about the appropriate structure and position within UDA, together with the roles and mandates of URC. Therefore, in terms of organisational improvements to URC, JET proposed that it becomes a dedicated division so that URC members would not have to serve multiple roles.

(3) URC leadership and priority setting for planning process discussions

This is not necessarily a negative factor, but it is an issue that has affected the overall progress of the project. As mentioned above, there have been delays in the progress of the project, and JET proposed efficient project management by implementing training and improvements to the planning process in parallel with the pilot project.

However, URC requested that discussions on improving the planning process be prioritised, and that the Tangalle Development Plan, which served as a pilot project, be formulated based on a new planning process developed as a result of these discussions. At the same time, URC indicated that it would take the lead in discussions on improving the planning process.

JET accepted URC's proposal and proceeded with the project by supporting discussions on improving the planning process. However, due to URC's busy schedule, progress did not proceed as planned, resulting in delays in the pilot project.

However, overall, JET highly evaluates this approach, as URC's leadership has already established ownership and is expected to lead to appropriate capacity building.

3 Evaluation of the results of Project Risk Management

3-1 Risk management results

(1) Impact of the political and economic crisis in Sri Lanka

In response to the political and economic crisis in Sri Lanka, JET members took safety measures such as changing hotels due to the escalation of citizen's demonstrations during the trip, and took measures to return to Japan early. Subsequently, following guidance from JICA, travel restrictions were imposed and safety was given top priority, so that JET could not travel to Sri Lanka during the period. UDA officers also faced difficult circumstances and were unable to carry out project activities during this period, including online activities. This was an unavoidable situation, and there was no other option but to wait for the situation in Sri Lanka to calm down.

(2) Delay in project implementation due to the busyness of URC members

The main risk mitigation strategy for URC's busyness was to ensure that time could be set aside to focus on this project by keeping in close contact and adjusting schedules. In addition, with utmost cooperation, JICA officially stated at the JCC Meeting that UDA should focus on this project.

From the perspective of project implementation, JET proposed and proceeded with the CITY-UP Training, ToT training, internal training, and pilot projects in parallel. The initial plan was to proceed in order, confirming results along the way, but JET decided to proceed in parallel to achieve synergistic effects and enable efficient technology transfer. It is considered that the technical training content had a certain significance in that it immediately led to results in the pilot project. However, the fundamental reason lies in the organisational structure of URC, and improvements were proposed to it through this project.

(3) URC leadership and priority setting for planning process discussions

JET believed that URC's leadership should be respected, so the overall project schedule was adjusted to allow sufficient time for internal discussions within URC. JET regularly monitored discussions within URC and held regular meetings with its members to remind them of forthcoming schedule, thereby ensuring that everyone was always on the same page regarding how to proceed in order to complete the project without any problems.

3-2 Results of the use of lessons learnt

The ex-ante evaluation report described that “URC aims to enable internal and external personnel to collaborate effectively to formulate rapid, high-quality urban plans”, based on lessons learned from past JICA projects. In this project, it was assumed that the planning work to be carried out by UDA and the work that could be outsourced to external organisations would be categorised, and a strategy for collaboration with external organisations would be considered.

However, especially after the political and economic crisis, it was obvious that UDA’s budget was very limited, and its activities must be done with the limited budget. At the same time, improving the technical skills of URC members themselves and improvement of the planning process were given priority.

Therefore, this project will not deal extensively with outsourcing practices, but will instead set them as a future goal as part of the strategy for collaboration with external organisations.

However, the personnel shortage which are the fundamental cause preventing the rapid formulation of plans have not been resolved, and it will be necessary to proceed with outsourcing the plans outlined in the coordination strategy. At a meeting with senior UDA officials held in May 2025, the importance of this was recognised, and the Chairman commented that implementation should begin with one plan.

4 Lessons Learnt

Of the risks described in Section 3, political and economic crises were considered force majeure from the perspective of prioritising personal safety, but lessons can be learned for the implementation of other aspects of the project.

(1) Counterpart Leadership Priorities and Fostering Ownership

One of the reasons for the project delay was the busyness of the URC. However, regarding discussions on the new planning process, JET agreed with the URC's proposal to take the lead and conduct the process prior to the pilot project. This decision was also shared at the joint meeting with JICA, and the risk of further delays was acknowledged. However, considering the purpose of the technical cooperation project, which aims to enhance the capacity of the counterpart, JET respected this decision and decided to support it.

As a result, the UDA planning process was successfully improved, and URC took the lead in explaining the process to senior UDA officials and all UDA planners. This series of processes fostered a sense of ownership of UDA projects and deliverables.

(2) Identifying key results and flexibility

Despite concerns about further delays, JET decided to proceed with this approach because it believed that improving the planning process was the most important outcome of this project. JET determined what was particularly important for each project outcome and decided to allocate a sufficient amount of time to achieve those outcomes, even if it meant changing the initial project approach. JET believes that this approach led to better project outcomes. The flexibility with which the project was implemented was a valuable lesson.

(3) Effects of conducting parallel activities

In response to delays in overall activities, JET decided to implement activities, which had been planned to be carried out in sequence, in a parallel manner. However, this is considered to have had a positive effect not only in terms of absorbing the delayed time, but also from the perspective of efficient project implementation. Specifically, the plan is as follows:

- The initial plan was to implement a project in a step-by-step manner, starting with CITY-UP Training, followed by ToT, internal training, and a pilot project, so that the improved technical skills would be disseminated throughout UDA and utilised in the field.
- In contrast, CITY-UP Training was conducted continuously, and ToT, internal training, and the adaptation of the pilot project were conducted in parallel. The technical expertise conveyed during the training was immediately put to use in the planning of a pilot project, which is believed to have contributed to the effective implementation of the project.

(4) Recommendations for organisational structure

The main reason why URC was unable to focus on this project was that each member was assigned to their respective departments and had to perform their regular UDA duties at the same time. Therefore, this project also considered improvements to the URC organisation. This was one of the expected outcomes of the project. As a result, it was decided that URC would gradually become a permanent division.

(5) Reconsideration of Planning System as a whole

Although the project achieved significant results, such as the introduction of a new planning process and the improvement of URC members' technical capabilities, major challenges remain in order to efficiently and quickly develop high-quality plans in the future. To resolve this issue, measures such as strengthening the organisational role of URC, improving technical capabilities through internal training, and outsourcing the formulation of urban plans are expected in the future.

However, it is also recommended that the current planning system should be critically reviewed. It may be necessary to fundamentally change the planning system or simplify the content of the plan in order to improve the efficiency of plan formulation.

5 Performance

JICA (both Headquarters and Sri Lanka Office) monitored the project activities as needed, support the project, and gave necessary advices.

- **Participation in JCC Meeting:** Either JICA Headquarters (HQ) or Sri Lanka Office sent representatives to attend the JCC meetings. At each meeting, in addition to opening remarks, comments necessary for project implementation were made. In particular, during periods when the URC was unable to focus on this project, the JCC requested that URC devote as much effort as possible to this project at JCC meetings.
- **Dispatch Responsible Officers:** JICA HQ dispatched a responsible officer to monitor the mission from the 13th to 18th of March 2022. She had participated in the 1st JCC, and other meetings with UDA and URC, including the opening ceremony of URC. Another officer joined from October 25 to November 1, 2024, in Sri Lanka.
- **Regular Meeting and Joint meeting:** JICA and JET had meetings periodically to share the progress and discuss about concerns for the Project. JICA has been providing necessary advice to conduct the project. Furthermore, joint meetings were held among JICA, URC, and JET when defining the training programme and deciding how to consider the new planning process.
- **Administrative Support for the Third Country Visit:** For the Third Country Visit, JICA Sri Lanka Office supported JET and URC for application procedure and security issues.
- **Coordination with other JICA Projects:** In addition, through JICA's mediation, information exchange with consultants from other JICA projects was realised, leading to a possibility of collaboration with this project. As a result, coordination was achieved between two separate JICA projects: 'Project for Capacity Strengthening Development of Non-structural Measures for landslide Risk Reduction in Sri Lanka (SABO Project)' and 'Project for Mainstreaming DRR through establishing Local DRR Plans based on Basin Strategy in Sri Lanka.' The project consultants were asked to implement a training session regarding disaster prevention measures, which served as input for UDA. Furthermore, collaboration between NBRO, who is the project counterpart of the projects above, and UDA were realised.
- **Security measures:** During Sri Lanka's political and economic crisis, the JICA Sri Lanka Office instructed local safety measures such as hotel transfers. Additionally, JICA instructed measures such as travel bans during this period and during Ramadan in 2024.

6 Additionality

One unique aspect of this project was the involvement of experts in advanced technology within JET. The content of the cutting-edge technology was selected through the project to align with local needs and circumstances, and experts in 3D and metaverse technology were brought in. This was done because it was believed that expressing urban planning in a virtual space would enable the realisation of higher-quality plans and serve as a tool for consensus building. On the other hand, advancements in AI technology have progressed at an astonishing pace, and by the time the project began, AI-driven 3D

visualisation techniques that were not anticipated at the outset had already been practicalised. The involvement of these experts enabled the integration of AI technology into this project as well. Although the content was challenging, AI technology was easy to intuitively incorporate, and we were able to utilise it in 3D representations of UDA's urban plans.

This was not actually a typical JICA project, nor was it an input that only JICA could provide. However, it is worth noting that such a challenging input was provided, as it will be valuable for future technological innovation.

IV. For the Achievement of Overall Goals After the Project Completion

1 Prospects to achieve Overall Goal

1) Number of trainings implemented for other officers of UDA by URC officers based on the internal training plan.

The internal training plan consists of technical content related to comprehensive urban planning, and URC members are expected to conduct internal trainings. However, UDA is concerned about the budget for its implementation. Specifically, while some programmes are expected to be implemented by URC members, it is difficult for all programmes to be carried out by URC members alone, and outsourcing to external parties is also under consideration. Given the current organisational structure, URC members are serving in multiple roles within UDA, and changes in membership due to promotions or transfers are also anticipated. While it has been possible to improve the technical skills of individuals, the challenge now is to ensure that they are given appropriate roles as instructors within the organisation. In addition, given the limited number of UDA staff, it is expected that highly skilled individuals will be expected to apply their technical skills to the actual planning process rather than acting as instructors. Therefore, it may not always be possible to rely on internal instructors for all programmes. On the other hand, URC members are expected to implement the improved new planning process for Development Plan formulation throughout UDA as part of internal training. URC will play a key role in disseminating this new planning process throughout UDA through internal training.

Therefore, it is necessary for URC to become a permanent division and be able to devote its efforts to improving the technical capabilities of UDA as a whole, while at the same time developing UDA planners who will be responsible for formulating development plans and ensuring that planners are appropriately assigned to the regional offices. To this end, it is necessary to steadily implement the most important items in internal training.

2) At least 24 urban plans in Sri Lanka adopt the additional coordination processes

The 24 urban plans corresponded to the number of districts in Sri Lanka, and a city would be selected in each district. The Additional Coordination Process is a part of the new planning process, and it is expected that it will be applied to all development plans formulation in the future. The planning process itself has been standardised and approved by the UDA, so it will be possible to apply the additional

coordination processes not only in the 24 cities but also in all cities where plans will be formulated in the future.

On the other hand, the challenge lies in the manpower of UDA, and whether or not the plans can be formulated as scheduled is a major challenge and a source of concern. In other words, the question is whether plans will be formulated as targeted in cities where plans have not yet been formulated. Even if the new planning process is applied in all cities, the major challenge will be whether plan formulation will proceed smoothly.

3) At least 5 examples of cooperation with external resources are realised based on the cooperation strategy

Regarding collaboration with external resources, the new planning process includes setting strategies for each of the eight planning themes in the target city when formulating development plans, and consultation with relevant organisations is required at this time. Based on the PDM of this project, ‘realisation of five examples of collaboration with external organisations’ was set as an indicator for achieving the project's overall goals. Therefore, if the development plan is formulated in accordance with the new planning process, the eight examples of collaboration will basically be realised.

Furthermore, the “cooperation strategy with external resources” developed in this project proposes the following five strategies. Of these, Strategy 04 is considered to be a long-term goal and difficult to achieve in the near future, while the other strategies are considered to be achievable in the short term.

- Strategy 01 Collaboration for urban planning policy alignment and prioritisation for the country:** Relevant national agencies have collaborated to propose a prioritisation of which cities to develop urban plans for. This proposal has been made because it is difficult to develop urban plans smoothly due to a shortage of human resources at UDA. It is considered feasible to implement this proposal, which involves UDA taking the lead in confirming national policies and setting priorities.
- Strategy 02 Involving academia, aligned agencies and professional organisations:** UDA has already created opportunities to receive advice from academic institutions. It is unclear whether such opportunities will lead to the creation of a formal platform, but a system for receiving advice as needed will be established.
- Strategy 03 Strategic partnerships:** This involves forming partnerships with relevant organisations for each urban planning issue. As mentioned above, the planning process involves consultation with relevant stakeholders for each strategy. Such partnerships are expected to be firmly established.
- Strategy 04 Private sector engagement:** This strategy involves outsourcing the planning process itself to external consultants. It is a proposal to streamline UDA's operations due to a shortage of personnel. However, this is directly linked to UDA's budgetary constraints. Therefore, it is considered difficult to implement in the near future. Furthermore, as this strategy

will require a notable change to the planning process that UDA has developed in-house, further discussion is necessary.

- **Strategy 05 From Plans to Practice: A Strategy for Cross-Agency Understanding and Integration:** After completion of development plan, the implementation should be done not only by UDA, but also by the relevant government organisations. For this purpose, all the relevant organisations should be involved in the planning process as stakeholders, and the completed development plan should be shared and followed when implementing the project.

4) 100% of urban plans in Sri Lanka are formulated with the application of modern urban planning methods acquired/strengthened through this project.

It is expected that some of the recent technologies acquired through this project will be utilised in future urban planning, and it is anticipated that this goal will be achieved. In particular, GIS technology has made progress, and consensus-building methods utilising mentimeter are already being put into practice in many situations.

5) Sufficient licences and budget are secured to sustainably run URC activities

In this project, software was purchased with the approval of UDA, taking into consideration the annual maintenance costs that will be incurred in the future. Therefore, it is expected that the budget for necessary licences will be secured in the future. In particular, the software necessary for database maintenance and management will be secured in a sustainable manner.

Furthermore, due to the limited budget of UDA, appropriate licences and budgets were carefully considered. This means that only the minimum number of licences required were secured. In particular, it is desirable to significantly increase the number of licences for GIS and other frequently used software. Going forward, it will be necessary to continue reviewing this in accordance with the budgetary situation of UDA. In addition, urban planning tools, software development, and recent technologies are constantly evolving. For example, the AI technology for image generation, including 3D, introduced in this project was not available at the start of the project. Given that such technological advancements will continue, it is advisable to periodically review the licences required for software necessary.

2 Plan of Operation and Implementation Structure of the Sri Lankan Side to Achieve Overall Goal

At the 5th JCC Meeting, URC proposed their future activities as follows. These activities are expected to be carried out mainly by URC, and the implementation structure is based on the assumption that the URC is firmly established as an organisation within the UDA.

- **Conduct training programmes to train the UDA staff on proposed new planning process (August to November, 2025):** Specifically, a 3-day residential workshop for all planning team members of UDA was proposed to conduct continuously.

- ❑ **Sharing the new knowledge gained in the JICA training programme with the rest of the staff of UDA:** URC proposed to conduct online sessions, group wise physical sessions in URC and UDA head office, and residential workshops as the delivery methods.
- ❑ **Implementation of the balance part of the URC Training Curriculum (January 2026~):** The balance training components are to be covered using UDA funds or alternative funding opportunities. The balance training part will be commenced starting from January 2026
- ❑ **Special Project Contribution and Collaboration:** URC proposed to collaborate with projects by other organisations and international cooperation.
 - Tourism & Branding Promotion Programme is coordinated by the Urban Research Centre of UDA: Phase I - Anuradhapura, Kataragama, Kandy, Colombo Fort (by December 2025), and Phase II - 7 other cities (In year 2026), in collaboration with local authorities, the other government agencies, universities and non-profit organizations
 - China collaboration to establish a Digital Laboratory under the Urban Research Centre: A concept paper submitted to the 8th session of China – Sri Lanka Joint Committee on Economic & Trade Corporation and negotiations are undertaken.
 - Applied for National Research Grants for priority research

3 Recommendations for the Sri Lankan Side

(1) Clearly Positioning the URC Organisation

The technology transfer carried out through this project was considered as success, and it is considered possible for URC to play a central role in implementing high-quality planning. On the other hand, the biggest challenge is the shortage of human resources for UDA, and there are concerns about completing the development plans for the all UDA declared areas, for which development plans have not yet been formulated. In addition, although the planning capabilities of URC members have improved, there are concerns that they may not be able to fully fulfil their role of promoting planning techniques within UDA if actual formulation tasks of development plans and the works of their respective division take priority.

Therefore, JICA Expert Team proposed that URC be established as a permanent division within UDA by 2028 in order to achieve the overall goals. Towards the end of the project, URC began discussions on the process for this and outlined its approach in a letter issued on the 15th of July 2025. Specifically, a new division named the Research Development Division will be established, initially with three permanent officers with a plan to add more officers in the future. This is expected to clearly position URC within the organisation and enable it to reliably carry out its roles and mandates. It is expected that actions in line with this approach will be steadily implemented going forward.

(2) Regular Operation of Internal Training

The internal training programme was developed through this project, with approximately half of it implemented as CITY-UP Training. Going forward, it will be necessary for URC to take the lead in

implementing internal training. This is one of the processes necessary for improving the technical capabilities of UDA as a whole. URC has been collaborating with UDA District officers to develop plans through pilot projects (formulation of Tangalle Development Plan and Battaramulla Guide Plan), which is also considered to contribute to enhancing UDA's technical capabilities. Going forward, URC will play a central role in disseminating the improved new plan development process throughout UDA. Additionally, regularly conducting internal training is also important to achieve the overall goal.

(3) Priority Setting for Urban Planning

Due to a limitation of human resources at UDA, it is considered extremely difficult to implement all of the following activities in the near future: 1) formulating development plans in the all UDA declared areas, and 2) revising or/and monitoring and evaluating development plans that have already been formulated.

As recommended in the cooperation strategy with external resources, it is considered important to set priorities for urban planning in line with Sri Lanka's policies and to set target periods for planning. This project does not provide support from this perspective. Priorities should be determined based on comprehensive evaluations, taking into consideration factors such as population and the role of cities, as well as the priority of cities that already face urban and environmental issues.

(4) Assignment of Dedicated Planning Officers

At least two planners will be assigned to UDA Regional Offices. The major challenge in current planning is the shortage of planners in regions. To address this issue, UDA will ensure that there are sufficient planners in rural areas and establish a system whereby URC will provide support.

(5) Engaging Outsourcing

To ensure rapid planning in the future, the need to outsource planning tasks to an external organisation has been reaffirmed. Although there are significant challenges, such as budgetary issues, it is expected that activities to utilise outsourcing will commence.

(6) Others

It may be necessary to further advance PPP and profit-sharing mechanisms in urban development projects. Although this point was introduced in the CITY-UP Training, it was not main purpose of this project, and not sufficiently addressed as a theme for improving technical capabilities. The mechanism by which the public sector captures a portion of the profits generated by private development is closely linked to the financial sustainability of UDA and is an important issue that requires further consideration.

4 Monitoring Plan from the End of the Project to Ex-post Evaluation

4-1 URC as an Organisation

(1) Organisational Form

One important point to monitor is how URC will be organised within UDA and how its position will change over time towards becoming a permanent division. It is desirable to confirm the position and form of URC within UDA, the number of URC members, budget, and the authority that the URC can have independently.

(2) Number of Planners

The number of planners is directly related to the planning formulation capacity of UDA who is aiming to assign at least 2 planners in each regional office.

4-2 Internal Training and Database

(1) Status of Internal Training

Through this project, the technical capabilities of URC members were improved, however, the overall capabilities of UDA were not sufficiently improved. In order to develop high-quality plans in the future, it is necessary to improve the capabilities of all planners within UDA. For this reason, it is desirable to monitor internal training conducted within UDA. This includes technical training and training to disseminate the new planning process.

(2) Status of Database Utilisation

The database introduced in this project is already being utilised. It is necessary to monitor its status so that the database system can be used more effectively in the future. It is desirable to monitor what functions have been realised, the areas covered by the database, and data updates.

4-3 Urban Plan Formulation and Implementation

(1) Number and Targets of Development Plans Formulated

Throughout the project, mainly technical training has been implemented and the planning process has been improved, and it will be necessary to formulate development plans efficiently in the future. Therefore the number of development plans to be formulated in the future will be monitored regularly. At the same time, it is necessary to confirm the priority order and target years for cities that should formulate development plans set by the UDA, and to monitor the smooth formulation of development plans.

(2) Number of Outsourcing

As one of the cooperation strategies with external resources, the outsourcing of planning tasks was proposed. The content and number of outsourced tasks will be monitored. Furthermore, by confirming the effects achieved through outsourcing, it will be possible to verify further improvements in planning efficiency.

(3) Number of Collaborations with External Resources

Monitor collaboration with external organisations. This will confirm that UDA is able to formulate high-quality plans based on the contributions of relevant organisations.

(4) Implementation / Number of Projects Following Development Plan

Confirm the status of implementation of the development plan, as well as projects implemented based on the development plan, including those carried out by other relevant organisations. It is also necessary to confirm the status of monitoring and evaluation.

4-4 Others

Number of New Innovative Activities: The aim of this project was to improve the quality and efficiency of planning by introducing various technologies, including advanced technologies. This project introduced experimentally introduced AR and metaverse technologies, AI, environmental analysis using open source, and new software such as Mentimeter. On the other hand, considering the lack of equipment and data on the Sri Lankan side, this project did not introduce digital technologies such as digital twins, simulations. Thus, there are many technologies related to urban planning, and those are evolving rapidly.

Therefore, in order to implement higher quality and more efficient urban planning, the project proposes to continue challenging the introduction of new technologies, led by URC, as a unique evaluation indicator for this project. This will enable the evaluation of the government agencies responsible for urban planning with the aim of achieving more sustainable capacity development even after the project has ended. It is highly expected that this will lead to the further growth of UDA and URC.

ANNEX 1: Results of the Project

ANNEX1-1: List of Dispatched Experts

ANNEX1-2: List of Counterparts

ANNEX1-3: List of Trainings

ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project

ANNEX 3: PDM (All versions of PDM)

ANNEX3-1: PDM Version 1

ANNEX3-2: PDM Version 2

ANNEX3-3: PDM Version 3

ANNEX3-4: PDM Version 4

ANNEX3-5: PDM Version 5

ANNEX3-6: PDM Version 6

ANNEX 4: R/D, M/M, Minutes of JCC (copy) (*)

ANNEX4-1: R/D

ANNEX4-2: M/M

ANNEX4-3: Minutes of 1st JCC

ANNEX4-4: Minutes of 2nd JCC

ANNEX4-5: Minutes of 3rd JCC

ANNEX4-6: Minutes of 4th JCC

ANNEX 5: Monitoring Sheet (copy) (*)

ANNEX5-1: Monitoring Sheet Version 1

ANNEX5-2: Monitoring Sheet Version 2

ANNEX5-3: Monitoring Sheet Version 3

ANNEX5-4: Monitoring Sheet Version 4

ANNEX5-5: Monitoring Sheet Version 5

ANNEX5-6: Monitoring Sheet Version 6

(Remarks: ANNEX 4 and 5 are for internal reference only, and all ANNEXes are soft copy only.)

Separate Volume: Copy of Products Produced by the Project

- Separate Volume 1: Capacity and needs assessment report
- Separate Volume 2: Training plan
- Separate Volume 3: Draft Internal Training Plan
- Separate Volume 4: Training Implementation Report
- Separate Volume 5: Training Manual (Technical Manuals)
- Separate Volume 6: New Planning Process
- Separate Volume 7: Manuals on additional consultation and coordination processes
- Separate Volume 8: Strategy for cooperation with external resources
- Separate Volume 9: Draft document on role and mandate of URC
- Separate Volume 10: Document on rules and functions of the database
- Separate Volume 11: Project Pamphlet
- Separate Volume 12: Third Country Visit - Travellers Guide (Programme), Participant' Report and Presentation
- Separate Volume 13: List of license and budget

(Remarks: A part of Separate Volume 1 is for internal reference only, and all Separate Volumes are soft copy only.)