

# U.C. (University of Colombo) - JICA Joint Study Project on Participatory Rural Development



Project Sites Colombo

## 1. Background of Project

Since 1979, Sri Lanka has been implementing the Integrated Rural Development Programme (IRDP), in which certain achievements in infrastructure development have been recognized. However, since it lacks a scheme under which residents can take initiative, it is less successful in poverty reduction and the creation of new jobs. Thus, most of the recent IRDP projects adopted participatory approaches. On the other hand, the approach has not yet been established since it is pointed out that it is not appropriate to the social structure, political background and development process.

The University of Colombo has contributed to the IRDP through the training of administrative officers engaged in area development and commissioned researches. In order to employ the university's knowledge of rural development projects in the area, the Sri Lankan Government requested Japan a research cooperation with the university as an implementing organization.

## 2. Project Overview

### (1) Period of Cooperation

1 July 1998 – 30 June 2001

### (2) Type of Cooperation

Joint Study

### (3) Partner Country's Implementing Organization

University of Colombo and the Northwestern Provincial Government

### (4) Narrative Summary

#### 1) Overall Goal

The socio-economic conditions of rural communities are improved.

#### 2) Project Purpose

The methods of participatory development with the commitment of the university are improved.

#### 3) Outputs

- a) The improved methods for participatory development are identified.

- b) An appropriate system of sustainable University-Rural Extension Service is identified.
- c) An appropriate system of sustainable University-Community Extension Service is identified.

### 4) Inputs

#### Japanese Side

Long-term experts	2
Short-term experts	8
Trainees received	8
Equipment	14 million yen
Local cost	7 million yen

#### Sri Lankan Side

Counterparts	6
Facilitators <sup>1)</sup>	12
Assistants	3
Local cost	26 million yen

## 3. Members of Evaluation Team

### Team Leader:

Takashi KANEKO, Managing Director, Regional Department II, JICA

### Regional Development:

Yoshio KAWAMURA, Vice President, Ryukoku University

### Evaluation Planning:

Hideya KOBAYASHI, Southwest Asia and Oceania Division, Regional Department II, JICA

### Evaluation Analysis:

Ikuo YAMAMOTO, Senior analyst, IC Net Limited

## 4. Period of Evaluation

7 January 2001 – 25 January 2001

## 5. Results of Evaluation

### (1) Relevance

Since this project agrees with the local people's needs and the policy of the government on emphasizing participatory development, this project is relevant. The Univer-

sity of Colombo has a history of practical research in the regional community, which also corresponds to the needs of the implementing organization.

## (2) Effectiveness

Based on the practical research, the participatory method was utilized in six villages in the Northwestern Province, with a total of 29 community-based programs. As a result, people in each village showed their solidarity, enthusiasm, and independence, which can be seen as an indicator of the effectiveness of this method. Based on the results of the practical research, eight research reports have already been produced<sup>2)</sup>, and eight outputs are scheduled to be composed. In terms of establishing an appropriate system for sustainable rural extension services, it is getting achieved as an interdisciplinary effort in the form of campaigns on community health awareness (Department of Community Medicine) and legal awareness (Faculty of Law). Above all, it can be said that the objective of this project will be almost completely achieved within the cooperation period.

## (3) Efficiency

The Japanese input of human resources and equipment was carried out as planned. However, the fund released by the Sri Lanka was delayed holding off the projects in the villages. At the beginning of the project, the local decision-making function was poor due to the fact that team leader was in Japan, and it caused an arrearage in the effective execution of the project. However, it was corrected for the dispatch of a mission in May 2000, and became more efficient.

## (4) Impact

In the University of Colombo, the meaning of the community extension service and the importance of interdisciplinary efforts were recognized by the persons concerned, and the students also acquired practical knowledge by participating in the project activities. Other universities have also shown their interests in dealing with the community extension services using this project as a model. In the villages where the project activities were carried out, solidarity, enthusiasm, and independence of the people have increased promoting activities in search of new income generation methods such as aquarium fish farming. Women and young people taking initiatives in the activities are increased as well.

## (5) Sustainability

In the University of Colombo, abilities for research, project management and ownership have been greatly improved. In this sense, it has become possible to manage projects independently. Also, the growing recognition that coordination with communities is also important for the development of research and education has encouraged the use of the project experience in classrooms and interdisciplinary approaches. Furthermore, there is a plan to establish a Development Research Institute in the university, which would enable activities to be sustained.



Building of an agricultural reservoir (cooperation of villagers)

## 6. Lessons Learned and Recommendations

### (1) Lessons Learned

For projects that support social dimensions in development, it is necessary to respond flexibly and to be in accordance with the course of changes in the research subjects.

At the early stage of this project, the terms of reference of the long-term expert did not include "work related to making decisions on important issues as project management," and the on-site decision-making structure was weak. It negatively influenced attempts to build a trusting relationship between the counterparts concerned. Given this experience, it is important to clarify a project's decision-making structure the beginning of the project.

### (2) Recommendations

In order to deepen, effectively utilize, and extend the participatory rural development method achieved in this project, it is important to continue the research activities. It would also be desirable to organize seminars and establish a system for social extension in the university. Regarding the six villages that were subjects of the project activities, it is desirable to carry out an ex-post evaluation one year after the end of the cooperation period to confirm efficiency and sustainability.

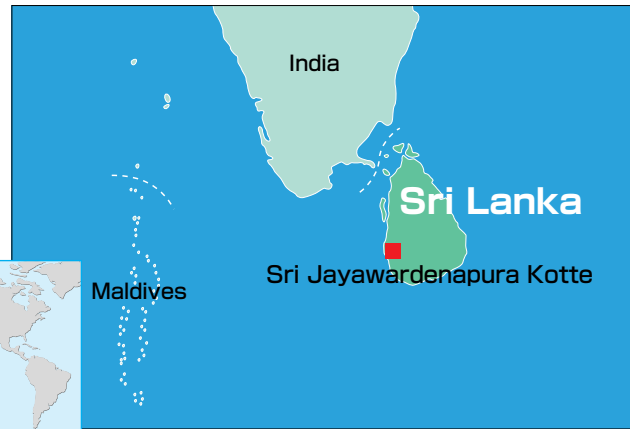
## 7. Follow-up Situation

Given the above recommendations, the post-project evaluation will be conducted in 2002.

1) They served as coordinators between the Japanese experts, their counterparts at Colombo University, and the villages, as well as supported in organizing and awareness-raising in the villages.

2) Geography and Resources (organized information on the geographical conditions and resources of each project site), Experience of the Field Manager (issues based on the experiences of field managers), Economic Condition of Rural Villages (analysis on the economic conditions of each site), and others.

# Nursing Education Project



**Project Sites** Sri Jayawardenapura Kotte

## 1. Background of Project

In Sri Lanka, the absolute number of nurses has been in shortage (64 nurses for every 100 thousand people), and resolving this problem has been a critical issue in the country's health policy.

Under these circumstances, the Government of Sri Lanka requested that Japan grant aid to establish a new nursing school, along with a project-type technical cooperation for training specialized nursings, such as the usage of ICU (Intensive Care Unit) and CCU (Cardiac Care Unit). Accepting this request, the National School of Nursing, Sri Jayawardenepura was built by a grant aid in 1996. As for technical cooperation, based on the preliminary studies done in August 1995, it was agreed with the Government of Sri Lanka that the project-type technical cooperation was aimed towards improving the quality and level of education at the ten other national nursing schools, and that the National School of Nursing, Sri Jayewardene-pura would be treated as the model case in the improvement of basic education.

## 2. Project Overview

### (1) Period of Cooperation

1 October 1996 – 30 September 2001

### (2) Type of Cooperation

Project-type Technical Cooperation

### (3) Partner Country's Implementing Organization

National School of Nursing, Sri Jayawardenepura

### (4) Narrative Summary

#### 1) Overall Goal

Nursing service is improved.

#### 2) Project Purpose

A model nursing school is established, and basic education on nursing is enhanced.

#### 3) Outputs

- Effective nursing education is practiced at the new nursing school.
- With emphasis on the new school, the level of teachers in all national nursing schools is improved.
- With emphasis on the new school, the manage-

ment of all national nursing schools is improved.

- With emphasis on the new school, instruction on clinical practice to students in all national schools is improved.
- Education equipment and material are provided and utilized in all national nursing schools, including the model school.

## 4) Inputs

### Japanese Side

Long-term experts	7
Short-term experts	19
Trainees received	13
Equipment	160 million yen
Local cost	40 million yen

### Sri Lankan Side

Counterparts	8
Land and facilities	
Local cost	

## 3. Members of Evaluation Team

### Team Leader:

Yuujiro HANDA, Development Specialist, Institute for International Cooperation, JICA

### Nursing Education:

Michi TAKAHASHI, Deputy Managing Director, Japanese Nursing Association Publishing Co.

### Technical Transfer Planning:

Yutori SADAMOTO, First Medical Cooperation Division, Medical Cooperation Department, JICA

## 4. Period of Evaluation

1 April 2001 – 13 April 2001

## 5. Results of Evaluation

### (1) Relevance

The Ministry of Health has been aware of the shortage of nurses at the time of the evaluation, and the need for prompt development of human resources have yet to be fully met. Therefore this project's relevance is considered to be very high.

## (2) Effectiveness

Concerning the five outputs expected, most were achieved up to a satisfactory level at the model school. Factors such as the rise in the level of students entering the school, development of instruction guidelines, creation and distribution of teaching materials, and research classes for the teachers have triggered an improvement in the capabilities of teachers in the model school. By regularly holding school principal's meetings, the management capabilities of the other ten schools have improved. The level of teachers and curriculum were improved and systemized as a model school.

However, in schools other than the model school, the instructions on clinical practices, utilization of education material and re-education of the teachers all would be difficult to achieve within the project period. Therefore, the project as a whole has not been fully accomplished.

## (3) Efficiency

Equipment for educational purposes arrived on time before the new school opened, and stimulated a smooth education process. The period for the counterpart training sessions in Japan was carefully arranged so that it would not affect the management of schools, and was therefore efficient.

The new guidelines and textbooks that were developed through the technical transfer of Japanese experts were distributed to nursing schools throughout the nation. It contributed to the standardization of training and the awareness of teachers in each school, previously reliant on individual teachers' capabilities. However, the guidelines were not used at full value in schools other than the model school.

Experts were dispatched to designated hospitals for clinical practices, and training programs that include the re-education of hospital nurses who were in a position to instruct trainees were made. Although this approach needs further improvement, it is leading to better clinical practice.

## (4) Impact

At the model school, there are still not enough teachers who can provide and maintain the quality of training required, resulting in heavier burdens on the existing teachers. On the other hand, their attitude of learning more in areas of not only nursing education but also nursing research have emerged, which led to even further improvement in their levels. However, the project created a huge gap between the model school and the ten other schools in the areas of infrastructure and the attitudes of the teachers.

## (5) Sustainability

At the model school, a system was introduced whereby the cost of textbooks was borne by the trainees, and the amount collected was used to print the oncoming textbooks. The system enabled long-term diffusion of the textbooks. Also, school principal's meetings are now held voluntarily. Middle management training sessions, originally borne by the local costs from the Japanese side, were gradually shifted and are now borne by Sri Lanka. However, there still remains a shortage of teachers, and the Ministry of Health is expected to seriously tackle this pro-



A class at a nursing School

blem.

## 6. Lessons Learned and Recommendations

### (1) Lessons Learned

In the field of nursing education, caution is needed that the Japanese method of managing nursing schools does not apply completely to some countries. There are no particular standards in the area of nursing procedures, each country having their own appropriate methods. It is necessary to adapt cooperation to the country's unique methods.

### (2) Recommendations

The shortage of nurses in Sri Lanka is caused by the lack of teachers in the field of nursing. In addition to strongly advising the Ministry of Health to augment the personnel, considering cooperation to graduate training organizations is essential.

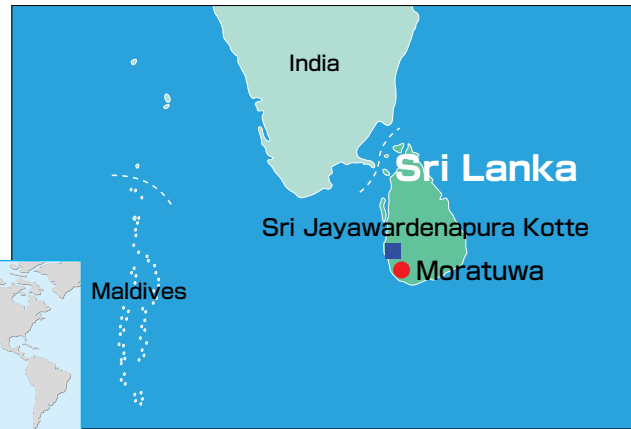
For the low diffusion of educational materials and curriculums in the ten non-model schools, it is necessary to investigate the cause, and to further monitor and extend activities.

In order to see the shortage of nurses as a national issue and compile a nurse fostering plan, it is essential to fully understand the actual situation of nursing education of both national and private nursing schools, and to establish a comprehensive strategy to strengthen the total education system.

## 7. Follow-up Situation

A dispatch of an individual expert is planned in Kalubowila Hospital, one of the clinical practice hospitals, to further strengthen its function as a clinical practice hospital.

# The Foundry Technology Development



Project Sites Moratuwa

## 1. Background of Project

The Government of Sri Lanka was drafting a "Master Plan for Industrialization" to establish a domestic industrial infrastructure. In the plan, the machinery industry was highly prioritized, and as a part of the machinery industry, metalworking was expected to contribute largely to the invigoration of the domestic economy. However, in the industry, the improvement of quality for domestic products was urgently required under price competition with foreign products.

Therefore, the Government requested a project-type technical cooperation to Japan for technical improvement and training of technicians in foundry, prioritized among metal processing techniques.

## 2. Project Overview

### (1) Period of Cooperation

1 December 1995 – 30 November 2000

### (2) Type of Cooperation

Project-type Technical Cooperation

### (3) Partner Country's Implementing Organization

Ministry of Industrial Development  
Industrial Development Board (IDB)

### (4) Narrative Summary

#### 1) Overall Goal

The technical capability and production capacity of the foundry industry in Sri Lanka are improved.

#### 2) Project Purpose

The IDB is enabled to provide appropriate technical services for the foundry industry.

#### 3) Outputs

- The project management system in the IDB is strengthened.
- Foundry machines are properly procured, installed,

operated and maintained.

- The capabilities of counterparts are improved.
- Training courses on foundry are systematically conducted.
- New technologies on foundry are introduced to technicians and engineers through seminars and publication of documents.

#### 4) Inputs

##### Japanese Side

Long-term experts	12
Short-term experts	37
Trainees received	15
Equipment	387 million yen
Local cost	12 million yen

##### Sri Lankan Side

Counterparts	14
Local cost	118 million yen

## 3. Members of Evaluation Team

### Team Leader:

Masahiko KANEKO, Deputy Managing Director, Mining and Industrial Development Cooperation Department, JICA

### Technical Cooperation Planning:

Katsumi YAMAMOTO, Deputy Director, Machinery and Information Industries Bureau, Ministry of International Trade and Industry (MITI)

### Technology Transfer Planning:

Toshikazu OSHIMA, Technical Advisor, The Materials Process Technology Center of Japan

### Engineer Training:

Chikako YAMAUCHI, Assistant Manager, Planning Division, The Materials Process Technology Center of Japan

### Evaluation:

Takehiro HOZUMI, Staff, First Technical Cooperation

Division, Mining and Industrial Development Cooperation Department, JICA

#### **Evaluation Analysis:**

Ayako WATANABE, Social Planner, Regional Planning International Co. Ltd.

## **4. Period of Evaluation**

27 August 2000 – 5 September 2000

## **5. Results of Evaluation**

### **(1) Relevance**

The overall goal of this project has been relevant to the Government's policy to develop the foundry industry, which placed priority on the industrial master plan as a supporting industry. The IDB has been the sole organization that provides training to foundry technicians in Sri Lanka. It is expected to provide appropriate technical services while a severe lack in human resources in this field is noted. Thus, the project is deemed relevant.

### **(2) Effectiveness**

The counterparts reached the level where they are able to produce and to instruct the production of fundamental and essential foundry products. They also acquired the ability to hold seminars and training courses on their own.

However, they have had rather short of experience and hence have not yet reached the level required to play a leading role in meeting various technical requirements from private foundries. Therefore, the project purpose has not been fully attained.

### **(3) Efficiency**

Since the period of technology transfer was virtually limited to two and half years as some large-scale machinery consumed almost half of the five-year project span for installation. The delay prevented the counterparts from obtaining adequate experience.

### **(4) Impact**

Some private factories invested in environment-friendly equipment and machinery or grew as a mechanized plant upon technical consultation with the IDB. However, in order to contribute to the technical betterment of the whole foundry industry, further enhancement of technology level is necessary to provide appropriate technical consulting services to the private sectors.

### **(5) Sustainability**

The Ministry of Industrial Development assured that



Work site of foundry

it would continue to provide necessary budget for the IDB leading it to be financially self-sufficient.

However, the IDB is concurrently expected to cover as much of its operational expenses by its own income as it can.

## **6. Lessons Learned and Recommendations**

### **(1) Recommendations**

The IDB is further required to enhance its production capability of high technical level products that do not compete with the private sector and at the same time become self-sufficient.

On the other hand, the importance of the provision of training and technical consultation will further increase in order to support the private sector in solving various technical problems, improving product quality and developing new products through the application of fundamental production capability. The IDB should acquire not only fundamental skills but also the ability to apply new technologies in order to continue providing appropriate technical services.

As the counterpart has not yet fully acquired the technical capabilities of the highest level, follow-up activities are considered necessary.

## **7. Follow-up Situation**

Follow-up cooperation for supplementary technology transfer regarding foundry techniques acquired through the project has been carried out since 2001, and is expected to continue for two years until 2003. Advice on production skills and plant management to support IDB sustainability is also under way.

# Project on Quality Improvement of Textile and Clothing Products



Project Sites Ratmalana, Colombo

## 1. Background of Project

The textile industry, and mainly apparel manufacturing, is a major industry in Sri Lanka and its export value has been the largest of all export industries. However, the textile industry has been dominated by subcontractors taking advantage of low-cost labor and depending mostly on imported raw materials. Therefore, it has been an important issue for the textile and apparel industry to gain competitiveness in exporting products by 2005 when the Multi Fiber Agreement (hereinafter referred to as MFA), which has been advantageous to Sri Lanka, will be discontinued. Given such circumstances, the Government of Sri Lanka requested a Project-type technical cooperation from Japan with the purpose of upgrading material production technology and inspection and testing skills in the existing Textile Training & Services Centre (hereinafter referred to as TT&SC). In response to the request, cooperation activities including establishment of apparel technology and quality certification system were commenced.

## 2. Project Overview

### (1) Period of Cooperation

1 April 1996 – 31 March 2001

### (2) Type of Cooperation

Project-type Technical Cooperation

### (3) Partner Country's Implementing Organization

Textile Training & Services Centre (TT&SC)  
Clothing Industry Training Institute (CITI)  
Ministry of Industrial Development

### (4) Narrative Summary

#### 1) Overall Goal

The quality of Sri Lankan fabrics and garments will be improved.

#### 2) Project Purpose

Technical services extended by TT&SC and CITI are upgraded.

#### 3) Outputs

- Project operation system is established.
- Necessary machinery and equipment are properly provided, installed, operated and maintained.
- The skills and ability of the counterpart are im-

proved.

- Training courses and seminars are implemented systematically.
- Testing and inspection services are implemented systematically.
- Consultancy services are implemented systematically as a trial.

## 4) Inputs

### Japanese Side

Long-term experts	11
Short-term experts	11
Trainees received	16
Equipment	approx. 1.96 million yen
Local cost	approx. 0.2 million yen
Total cost	approx. 8.9 million yen

### Sri Lankan Side

Counterpart	19
Land, facilities and equipment	
Local cost	approx. 1 million yen

## 3. Members of Evaluation Team

### Leader:

Masaaki HANAI, Senior Advisor, JICA

### Technical Cooperation Planning:

Yasuo MIYAMURA, Deputy Director, Textile Division, Consumer Goods Industry Bureau, Ministry of International Trade and Industry (MITI)

### Technical Transfer Planning:

Nobuhiro TSUTSUMI, President, The Japan Cotton & Staple Fiber Fabric Inspecting Institute Foundation

### Textile and Clothing Technology:

Kazumasa HARA, Vice-chief, Testing and Research Department, The Japan Cotton & Staple Fiber Fabric Inspecting Institute Foundation

### Evaluation Management:

Tomomi IBI, First Technical Cooperation Division, Mining and Industrial Development Cooperation Department, JICA

### Evaluation Analysis:

Takeshi INOUE, Technology Fine Inc.

## 4. Period of Evaluation

8 January 2001 – 25 January 2001

## 5. Results of Evaluation

### (1) Relevance

Placing the textile industry as a priority industry for the introduction and acquisition of foreign capital, promotion of employment, and promotion of regional development, the Government of Sri Lanka has given supporting measures such as tax incentives. Quality improvement has been an important task for the textile industry to acquire international competitiveness. Therefore, this project met with the needs of the textile industry.

### (2) Effectiveness

Each service in TT&SC and CITI became active through the implementation of the project. The number of training courses in CITI was increased, and the level of satisfaction with the seminar was high according to questionnaires conducted on the participating companies. Also, in testing services of TT&SC, testing techniques were improved for 63 testing items and 18 new tests were introduced. The number of requests for testing from companies increased from 8,307 in 1996 to 14,571 in 2000. Furthermore, they obtained ISO9002 in 1998 and received recognition as a designated testing laboratory from Western companies.

Meanwhile, with the support of the Asian Productivity Organization, about 10 staffers per year, mainly from the testing, dyeing, operation management and engineering departments participated in overseas training. These external factors also played a complementary role in achieving the project purpose.

### (3) Efficiency

With the efforts of the Sri Lankan side installation of machinery was completed in early stage of the project, which was a smooth start to the project. Most of inputs of the project, experts, machinery, acceptance of trainees, and costs of visiting testing facilities in other countries were generally appropriate in terms of quality, quantity and timing.

### (4) Impact

Due to the abolishment of customs duties since 1998, companies had difficulty in improving quality by means of new investment. This project, however, has known to contribute the improvement of productivity and quality by spreading the attachment technology<sup>1)</sup> throughout the country.

TT&SC and CITI extended knowledge and skills obtained from the project to neighboring nations such as Bangladesh, Nepal, the Maldives and Myanmar by conducting Third-Country Training.

### (5) Sustainability

Since the textile industry remains important for the future, requirements for the services of TT&SC and CITI continue to exist, as a central organization that provides technical assistance. From an operational aspect, there is a plan for the two organizations to be affiliated in the near future, which leads to expectations for more efficient



Making samples using sewing machines with thread trimmer

management. From a technical aspect, they have enough leadership, planning and technical ability to continue each service independently in the future. From a financial aspect, 60% of the expenditure in 2001 was supplied by their own income, and their incentives to increase income are high. Hence, it is expected that the effects of the project will continue in the future.

## 6. Lessons Learned and Recommendations

### (1) Lessons Learned

In this project, the fare receipts from the service of the implementing organizations have contributed to the maintenance of machinery/equipment, smooth implementation of the activities, and assurance of sustainability. Therefore, when one plans a project, it is desirable to call upon the recipient country to establish a system generating one's own income or to include activities leading to income generation in the project.

### (2) Recommendations

In order to continue technical assistance for urgent issues in the textile industry, and to further improve productivity, product management and total quality control, it is necessary to promptly establish the Quick Response Center (QRC), which will provide consultancy services that have been implemented on a trial basis. It is also necessary to attain ISO/IEC17025 in order to gain international recognition and reliability.

## 7. Follow-up Situation

As of August 2002, in response to the above recommendation, currently there is one long-term expert (apparel technology) dispatched to the QRC, which was established by the Sri Lankan Government.

<sup>1)</sup> Attachment is an auxiliary instrument of cloth handling for sewing machines and it required experienced technique to handle this, but in this project this technique was systemized as a universal technology.