

# Upgrading of Niyagama National Vocational Training Center Project

Loan Agreement No. : SRI-016-2006

Year Month Date : 2007. 6. 7

Country : Sri Lanka

The Export-Import Bank of Korea  
(Government Agency for the EDCF)

EDCF Operations Evaluation Team  
(Evaluated by Korea Institute for Industrial Economics & Trade)

## **I . Introduction**

Understanding that a high quality labor force supply that is necessary for progressing to a dynamic and competitive economy is important to continue the efforts to strengthen not only the national reconstruction program but also existing local economy development, the Republic of Sri Lanka government requested an enhancement in the level of vocational training that fits the domestic economical industry structure.

Before the project, there were 52 vocational training institutions including rural vocational training institutes in Sri Lanka. 24 of them were located in Galle where this project was conducted but the number of institutions was dominantly insufficient compared to the number of young people who wished to enter these vocational institutions to get employed. To solve the unemployment problem of young people in the Galle region, this project aimed to educate skilled labor force, and improve Niyagama National Vocational Training Center, the project's subject organization, as the country's "best vocational training center" model.

Owing to this project, the unemployment problem of jobless young people in Sri Lanka was resolved and poverty was reduced due to enhancement in productivity. Not only did we establish a model organization of the Sri Lanka's best vocational training center through an existing training center by placing state-of-the-art facilities, educational equipments and an advanced educational system, but also we expanded the educational opportunity for jobless young people who received elementary education. Also, we promoted the excellence of our products by supplying domestic educational material and equipments, and boosted overseas expansion opportunities in the future for training consulting and materials related suppliers in our country.

## **II. Assessment for Each Evaluation Criterion**

As a result of evaluating based on the evaluation methods and standards regulated in “EDCF after service evaluation report writing guideline”, evaluation categories - Relevance, Efficiency, Effectiveness, Impact, and Sustainability- were scored as ‘very successful (3.81 out of 4.00)’.

In terms of relevance, it was evaluated as 'very appropriate' based on criteria such as the development plans and educational policies of Sri Lanka, relevance with EDCF support policies, and appropriateness of project goal and design.

In terms of efficiency, it was evaluated as 'very efficient' based on criteria such as smooth cooperation between business entities, period in which project was conducted, project expenses, whether or not the project was efficiently conducted, and result achievement level compared to expenses.

In terms of effectiveness, when evaluating based on criteria such as achieving the project goal within the planned period, controlling potential risk factors, achieving economical goals, achieving training center improvement project goals, and achieving goal of the changed project scope, it turned out to be ‘very effective’.

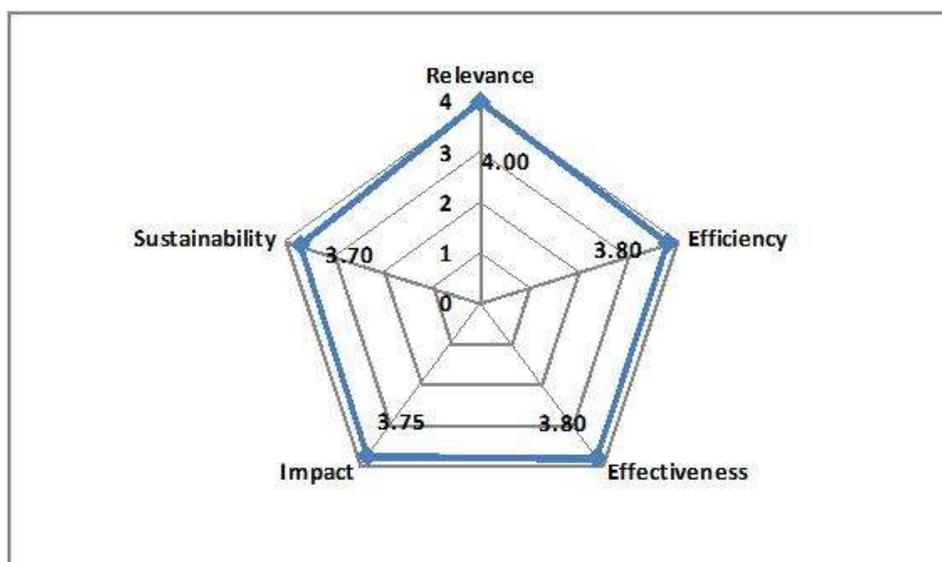
In terms of impact, it is evaluated as having 'high impact' based on the criteria of influence on vocational training and related regulations, influence on job creation, creating a positive image of Korea, the competitiveness/influence of the training center.

In terms of sustainability, it was evaluated as 'very sustainable' based on criteria such as securing and supporting human resources in related areas, the government's sense of ownership and determination to sustain, related

regulations and cooperation system, securing budget, continuous demand of personnel from the institution, ability to handle risk factors.

**[Total Evaluation Chart]**

<b>Evaluation Criterion</b>	<b>Weight</b>	<b>Classification</b>	<b>The Value</b>
Relevance	20%	Highly Relevant	4.00
Efficiency	20%	Highly Efficient	3.80
Effectiveness	20%	Highly Effective	3.80
Impact	20%	Highly Influential	3.75
Sustainability	20%	Highly Sustainable	3.70
<b>Comprehensive Evaluation Score</b>		<b>Highly Successful</b>	<b>(3.81/4.0)</b>



## 1. Relevance

It was evaluated as 'very appropriate' based on criteria such as the development plans and educational policies of Sri Lanka, appropriateness with EDCF support policies, and appropriateness of project goal and design.

Sri Lanka aims to resolve poverty through balanced development and high growth policies, and set a goal to enter a moderately developed country by 2016 through a 10-year development plan that includes expanding infrastructure in education, communications. This project conforms to such national development strategy, and is evaluated that appropriate support was made considering political and economical situations.

Korea's purpose of working with Sri Lanka is to contribute to developing the economy and reducing poverty in Sri Lanka and enhancing the friendship and exchange between the two nations by cooperating and contributing to successfully conducting Sri Lanka's 10-year national development plan (Mahinda Chintana). Consequently, 70% of the total support budget is concentrated on the economical social infrastructure, human resource development, and governance improvement. This project is a major project that is included in the human resource development among the three focus areas for cooperation with Sri Lanka, and is highly relevant to its execution plan.

Due to this project, Niyagma National Vocational Training Center was not only established as a model institution for Sri Lanka's training centers with its state-of-the-art facilities, educational equipments and advanced educational system, but also expanded the opportunity for vocational training for jobless young people who received elementary education.

Technical support was adequately set for project expenses, construction, equipment and materials, concentration organization, expert dispatching and training, educational material development, and project execution period. Renovation and construction of buildings, supply of educational equipments and materials were smoothly conducted such that it was evaluated that the scope was adequately set

## **2. Efficiency**

When evaluated based on criteria such as cooperation between participating entities, period in which project was conducted, construction expenses, good conducting, results compared to project costs, this project was evaluated as 'very efficient'.

In aspect of the cooperation between the business entities, EDCF, Sri Lanka Vocational Training Office, and Niyagama National Vocational Training Center was well done. However, it is necessary to strengthen the network between personnel involved in this project for the sake of continuous growth after the project was completed.

Although the project was slightly delayed due to weather aggravation and currency fluctuations, it was completed within the changed project period. In terms of project expenses administration, while the actual construction cost increased, ultimately the costs for materials and parts were partially reduced and the building construction was completed within the range of not going over the entire project budget. It is evaluated that the project was efficiently conducted within the planned scope.

The ultimate goal of this project is to resolve the unemployment problem of young people in Sri Lanka through human resource development and training, enhance the productivity of Sri Lanka and contribute to solving the poverty issue. In terms of results achieved compared to the invested budget, this project was evaluated to have met high performance. Through this project, our institution served a very positive role in the education and employment of jobless young people.

### **3. Effectiveness**

When evaluated based on criteria such as achieving the project's goals within the planned time, controlling potential risk factors, achieving economical milestones, achieving training center improvement goals, and achieving goals of the changed project scope, this project was evaluated as 'very effective'.

Due to the impact of external environment, the construction took longer than the planned time, but the project goal was effectively achieved. Effectiveness was enhanced by adequately controlling risk factors such as project delay or inadequate management of equipment and materials.

Through talent development training, the project contributed to the labor market and economical development. For effective management of vocational training centers, it was considered that efforts such as shifting the concentrations were made. Although the scope of the project was changed due to change in the external environment, the goal was effectively achieved.

### **4. Impact**

When evaluating based on criteria such as impact in vocational training and related regulations, influence in job creation, creating a positive image of Korea, the competitiveness/influence of the training center, this project was evaluated as 'highly influential'.

There were positive changes in vocational training related laws and policies owing to the project. Considering the positive impact our institution had on vocational training, the Sri Lankan government has a plan to make it the best training center in the future.

Niyagama National Vocational Training Center trains excellent personnel in the job creation sector through human resource development. This leads to the employment of young people, making a huge contribution to job creation.

The project is viewed that the positive image of Korea was boosted. Most stakeholders who participated in the project believe Korea's technology is excellent and were willing to learn from it.

The awareness of Niyagama National Vocational Training Center was enhanced within the region , and the level of demand for students who came out of our institution was high in the labor market. Even among students, the preference for the center was high.

## **5. Sustainability**

When evaluating based on criteria such as securing and supporting human resources in related areas, the government's sense of ownership and determination to sustain, related regulations and cooperation system, securing budget, continuous demand of personnel from the institution, ability to handle risk factors, this project was evaluated as 'very sustainable'.

People involved in the project are positive that human resources will be continuously secured. While training for teachers was adequately made, it was shown that economical incentives must be strengthened to improve sustainability.

The Sri Lankan government has a high ownership over the project, and actively handles the project. According to a survey result, all teachers and people involved in the project positively evaluated the Sri Lankan

government's sense of ownership and determination to sustain the project.

The Sri Lankan government developed policies for the vocational training field, and has specific plans for effectively managing them. The Sri Lankan government secured a NVQ(NVQ : National Vocational Qualification) system, and already completed standardization for 45 occupational categories. Also, according to references such as VTA annual plans, the budget for maintaining vocational training center is sufficiently allocated.

It was confirmed through employment circumstances and survey studies that there is continuous demand for personnel from training centers. As a result of conducting a survey on continuous demand, 85.7% of the people involved in the project, 100% of the teachers responded that there is continuous demand for graduates of the institution. Also, 100% of the alumni, and 95.6% of the trainees responded that there is continuous demand for graduates of the institution.

While risk factors were effectively handled, the Sri Lankan government's efforts are required for continuous handling.



Before Remodeling the Ceiling



After Remodeling the Ceiling

## 6. Cross-cutting issues

Through the determination of Sri Lanka on gender equality, the fact that gender equality situation is good in the educational field compared to other developing countries, and that female students are actively participating in our institution, the gender equality situation is positive.

Niyagama National Vocational Training Center does not have special support or admissions conditions for the underprivileged, but if basic admissions requirements are met, anyone can be accepted.

This is a project that improves an existing training center so it had little concerns on producing environmental pollution, noise and dust were controlled to an adequate level during construction, and impact on environmental pollution small in running the institution.



Female Teaching Staff



Female Student



Female Student on ICT



Female Student

### **III. Lessons Learned and Recommendations**

#### **1. Lessons**

##### **A. Conformity between the recipient country's national development strategy and the provider country's international support strategy**

For the basic directions of international cooperation between Korea-Sri Lanka, human resource development and training, and especially cooperation with vocational training, were set importantly. Sri Lanka also selected the educational field as an economical development strategy. As such, it is considered that the best technology was used in the most needed area because the focus areas between the two countries match. Especially, in the case of Korea, vocational training area played a huge role in its past national economical growth, so it can effectively hand on direct experience and excellent technology. Currently, when we look at Korea's ODA status, the educational field covers the second largest portion after the social infrastructure field. This means that Korea has a strength in education among the fields of ODA, and it is considered that such strength has brought a successful result.

##### **B. Active and continuous determinations and efforts of the recipient country's government**

To raise its economy level to that of a moderately developed country by 2016, Sri Lanka aims to develop human resource and increase employment rate through vocational training, and contribute to reducing poverty. Regarding this, it established a 'public sector vocational training expansion plan', 'NVQ', and is providing educational support for human resources in vocational training. Such efforts have been considered to have contributed to raising the sustainability of the vocational training field.

### **C. Provider Country's Effective Project Conducting Abilities and Determinations for Sustainability**

The project could be delayed and the construction costs might increase due to natural disasters and currency fluctuations, but despite these circumstances, effective project conducting ability was demonstrated. Although the project completion time increased slightly, the project scope was modified within the entire budget. Also, for good operations of the training centers, related experts supported material management and training center management after the project. Such effort by the provider country raised the satisfaction of the recipient country with regards to the project, and this is understood to have contributed to the sustainability of the project.

### **D. Providing a model for vocational training project**

The Korean government provided an excellent model for vocational training which not only builds new buildings and supports materials, but also applies an integrated system for vocational training that can supply and manage construction materials, promote invitational training for teachers, expert dispatching and consulting, and develop educational material. Such system helped the Niyagama National Vocational Training Center, the subject of this project, secure competitiveness, and served as the propelling force for developing it into a model vocational training center in Sri Lanka.

### **E. Considering local circumstances when selecting parts that were used in the project**

When getting A/S for materials or purchasing consumables, there were cases in which it was difficult to find the corresponding parts in Sri Lanka so difficulties were raised regarding A/S for materials or purchasing

consumables which occur naturally as time passes after completion.

### **F. Connecting education and employment**

In the case of teachers, connection between the areas they received training and the areas which they actually teach, and in the case of students, a clear connection between the areas which they were trained at vocational training centers and the areas which they get employed must exist. There were cases where the areas which they received training and the areas which they taught did not match. Some students also found it hard to connect the areas which they were educated with in vocational training centers and the areas which they actually get jobs in.

### **G. Alumni management system**

Despite the results of graduates being a major evaluation factor in this field, the specific employment status of graduates are being managed by the vocational Training Office so additional requests to confirm such information is required. A system that manages students after graduation must be included in the scope of the vocational training education project.

## **2. Recommendations**

### **A. Maintenance of completed results after project**

The recipients express difficulties in terms of A/S, purchasing parts, repairing defects as time pass despite being satisfied about the project after its completion. To increase sustainability after completion, materials which the recipient country can maintain must be considered first among those supported by the provider country. As a more detailed solution, the effectiveness of maintaining the end result after the project can be improved by selecting

suppliers that have branches in the recipient country. If such solution is difficult to apply due to local circumstances, the continuity of the project must be maintained by signing after-service management contracts between the company of the provided materials and training center managing organization.

### **B. Prior research on the educational curriculum and areas of the recipient country**

Before the vocational training project is conducted, the provider country must research the educational curriculum and areas of the recipient country in detail. Through this, it must support vocational training centers that are most appropriate to the economy, society, educational environment of the recipient country, and especially select vocational training areas by considering the connection with employment in the same areas. The recipient country must arrange policies for connecting the vocational training areas and employment fields after the project.

### **C. Arranging a vocational training project combined system**

An vocational training project combined system that connects everything from creating an environment for vocational training to getting employed after completing training is required. The current vocational training project creates an vocational training environment and its scope ranges from physical improvement projects, consulting, to invitational training. For a successful vocational training project, the system must add to the existing system a procedure that supports the members after graduation and employment. Due to the characteristics of vocational training, alumni status and satisfaction are regarded heavily when evaluating performance so a network between related business organizations to share such information and the development of an advanced vocational training system that includes such procedure are required.