

**Ex-Post Evaluation of  
Establishment of Colombo Central  
Vocational Training Centre and Gampaha  
Technical College in Sri Lanka(SRI-22)**

**- Executive Summary-**

**December 2025**

## 1. Evaluation Overview

### □ This evaluation aimed to:

- Conduct an empirical analysis of the comprehensive performance of the Project for Establishment of Colombo Central Vocational Training Centre and Gampaha Technical College in Sri Lanka (SRI-22), supported by the EDCF, in accordance with the EDCF Evaluation Manual; and
- Derive lessons learned, implications, and policy recommendations to provide feedback for the preparation, implementation, and evaluation phases of future EDCF vocational training projects, thereby supporting strategic decision-making.

## 2. Evaluation Methods and Results

### □ Evaluation Methods

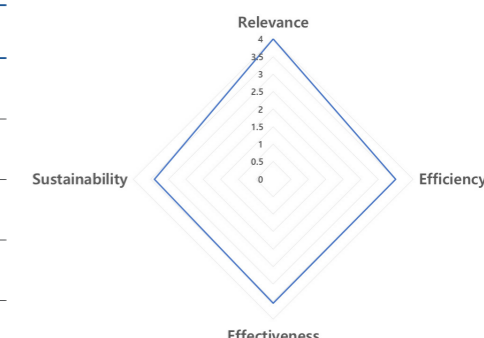
- **(Evaluation Criteria)** This ex-post evaluation was carried using OECD DAC criteria (Relevance, Efficiency, Effectiveness, Impact, and Sustainability) and cross-cutting issues, including gender and environment.
- **(Evaluation Framework)** Focusing on the measurability of outcome, the evaluation team reviewed and reconstructed the Logical Framework established during the appraisal stage.
- **(Data Collection)** Qualitative and quantitative data were collected through a literature review of EDCF project documents and global TVET (Technical and Vocational Education and Training) trends, stakeholder interviews, field missions, and surveys.
- **Limitations and supplementary approach:** Facing challenges in securing primary financial data at the institutional level, the evaluation team utilised supplementary financial estimates from superior ministries and the Parliament of Sri Lanka to ensure a robust analysis.

### □ Overall Evaluation Results

- The overall evaluation rating was assigned based on the average score of the four evaluation criteria. The project received a composite score of 3.61 out of 4.00, resulting in a final performance rating of “Successful.”

#### <Overall Evaluation Results>

Criteria	Results	Rating
Relevance	4	Highly Relevant
Efficiency	3.5	Efficient
Effectiveness	3.55	Effective
Sustainability	3.4	Sustainable
Overall Result	3.61	Successful



### □ Key Results by Evaluation Criterion

- **(Relevance)** The project was highly aligned with Sri Lanka’s national development strategy, the EDCF’s Regional Support Strategy, and the Korean government’s priority cooperation areas. It effectively reflected labor market needs through strategic selection of locations and engineering departments, as evidenced by the high enrollment rates post-completion.
- **(Efficiency)** Although the project experienced a 54-month delay due to deferred contract approvals and the global pandemic, it was evaluated as “Efficient”. This rating considers that most delays were caused by external factors and that the project was managed prudently to minimise further disruptions.
- **(Effectiveness)** All planned outputs, including renovated facilities and installed equipment, were successfully handed over to the operating entity. Modernised infrastructure led to expanded institutional functions, such as the operation of industry-linked special courses, although some constraints in maintenance capacity were noted.

- **(Sustainability)** The institutions have maintained stable enrollment rates and offer diverse curricula reflecting industrial needs. While the Government of Sri Lanka commitment to resource diversification is positive, risks remain due to recent forex shortages and the frequent rotation of trained instructors.
- **(Cross-cutting Issues)** Despite being engineering-oriented facilities, accessibility for vulnerable groups was enhanced through gender-segregated facilities and disability-inclusive infrastructure (e.g., ramps/toilets).

### 3. Lessons Learned and Recommendations

#### □ Lessons Learned

- Success Factors
  - **(Proactive Administration & External Cooperation)** The modernisation of equipment provided through this project effectively reflected actual industrial demands. Consequently, both training institutions demonstrated high levels of practical operational capacity and successfully designed specialised internship programs tailored to industry needs.
  - Since the completion of the project, the institutions have actively identified collaboration opportunities with other donor agencies such as USAID. Furthermore, efforts to support graduates' entry into the global labor market through overseas employment programs have contributed positively to the project's long-term sustainability.
  - **(Timely Utilisation of Ex-post Assistance)** The timely application of the EDCF Ex-post assistance effectively addressed issues of equipment shortage and obsolescence identified post-completion. This intervention contributed to the stabilisation of key equipment operation and the maintenance of high-quality practical training, thereby enhancing external institutional credibility.
- Constraints
  - **(Limitations in Sustaining Instructor Capacity)** While the invitational and local training programs provided by this project contributed to short-term capacity building, the resulting expertise was not successfully institutionalised due to frequent personnel turnover and rotations. There is a critical need for measures to ensure the long-term stability of technical operational capabilities at the institutional level.

- **(Maintenance Issues and Infrastructure Limitations)** The evaluation identified instances where timely maintenance was hindered by unstable power supplies and a lack of basic laboratory infrastructure. This highlights the necessity for the Government of Sri Lanka to ensure a stable budget allocation for maintenance and to establish comprehensive measures for sustained facility management capacity.

#### □ Recommendations

- For EDCF:
  - **(Strengthening Feasibility for EDCF Ex-post Assistance)** The demand for EDCF ex-post assistance is expected to increase in vocational training projects where periodic equipment replacement is essential. Therefore, the EDCF should enhance the effectiveness of such interventions by strictly reviewing operational conditions—including site readiness, power facilities, and management plans—from the stage of demand identification for Ex-post Assistance
  - **(Institutionalisation of follow-up Support for TVET)** Given the nature of the TVET sector, which requires frequent and regular equipment updates, demands for follow-up support are recurring. The EDCF should consider planning “AS-type(After-Service) Management Projects” that involve regular inspections and independent demand identification after a certain period of infrastructure establishment to maximise the long-term performance of its interventions.
- For the Government of Sri Lanka:
  - **(Improving Basic Infrastructure and Strengthening Self-reliance)** The government must systematically improve basic infrastructure, such as power facilities and laboratory spaces, to optimise equipment utilisation. Additionally, a robust maintenance system should be established by diversifying parts procurement channels and institutionalising regular inspection cycles.
  - **(Stabilisation of Instructor Management)** To mitigate educational discontinuity resulting from frequent personnel rotations, the government should implement Training of Trainers (ToT) modules. By centralising these modules around trained instructors, the government can regularise training sessions and ensure that individual achievements are expanded to the institutional and ministerial levels.

- **(Leveraging Multilateral Cooperation)** Considering the current fiscal challenges in Sri Lanka, the government should actively attract multilateral donor funds or engage in joint TVET initiatives, such as those involving Germany (GIZ) or Switzerland (SDC). Such efforts will help distribute financial burdens and strengthen the overall sustainability of the vocational training sector.