



Completion Report

Project Number: 47121-002
Technical Assistance Number: 8562
August 2017

Sri Lanka: Capacity Development for Project Implementation

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TA Number, Country, and Name:			Amount Approved: \$500,000	
TA 8562-SRI: Capacity Development for Project Implementation			Revised Amount: Not Applicable	
Executing Agency: Asian Development Bank		Source of Funding: TASF-V	Amount Undisbursed: \$29,347	Amount Utilized: \$470,653
TA Approval Date: 10 Dec 2013	TA Signing Date: 20 Jan 2014	Fielding of First Consultant: 01 Apr 2014	TA Completion Date Original: 30 Jun 2015	Actual: 31 Dec 2016
			Account Closing Date Original: 30 Sep 2015	Actual: 05 Apr 2017

Description

The technical assistance (TA) aimed to strengthen the project management and administration capacity of government staff undertaking ADB-funded projects. Under this TA, ADB assisted to: (i) enhance the project management capabilities of the staff of project management units (PMU) in the water, energy, transport, and education sectors, by conducting training programs and workshops on project management and contract management; (ii) introduce best project management practices supported by information technology tools in water sector projects, while ensuring the compatibility of the proposed project management system with the existing national project monitoring system; and (iii) upgrade the technical skills of the staff of the National Water Supply and Drainage Board (NWSDB) working on the Greater Colombo Water and Wastewater Management Improvement Investment Program which includes non-revenue water (NRW) reduction program. ADB was the executing agency for this TA which was supported closely by the Department of Project Management and Monitoring (DPMM).

Expected Impact, Outcome, and Outputs

The major impact of this TA was to enhance operational effectiveness of ADB-funded projects in Sri Lanka. The outcome was satisfactory implementation of projects in full compliance with ADB guidelines. The outputs of the TA were to: (i) enhance knowledge of government project staff in various aspects of project management; (ii) project management staff in the water sector applies best practices in project management supported with information technology tools; and (iii) equip staff of the NWSDB with improved technical skills for the NRW reduction program.

Delivery of Inputs and Conduct of Activities

Consultants were recruited as per the Guidelines on the Use of Consultants by ADB. All consultants were recruited in consultation with the Ministry of Finance (MOF). The original terms of references (TORs) were adequately formulated to ensure achievement of the TA outputs. The total input requirement for consulting services was 20 person-months, i.e. 8.5 person-months of international consulting services and 11.5 person-months of national consulting services. Various international and national experts experienced in (i) project management; (ii) contract management; (iii) use of geographic information systems (GIS); and (iv) information technology were recruited. These consultants trained project staff on project management, contract management and supported GIS mapping of the pipe networks and hydraulic network model for the existing water network system in the city of Colombo. The consultants also supported the preparation of a Guide to Project Management and Contract Management (GPMCM). The TA conducted regular consultative meetings with all stakeholders' agencies, including the National Planning Department, DPMM, Ministry of City Planning Water Supply (MCPWS), NWSDB, and External Resources Department, as required. The consultants performed their tasks in accordance with the TORs.

Two national consultants (national GIS and hydraulic network modelling specialist and national GIS hydraulic network modeler) were recruited to assist the NRW project financed by ADB¹. Initially, it was proposed to recruit two international consultants for GIS and hydraulic network modelling. Following the government's request, ADB recruited two national consultants instead of international consultants. The consultants proposed a methodology for (i) updating the existing water utility GIS data; (ii) development of existing water network hydraulic network model of the network within Colombo Municipal Council (CMC) area; (iii) review and design of District Meter Area; (iv) analysis of CMC hydraulic network model; and (v) future development. The final report was submitted to the government on 31 December 2014 and it was accepted and confirmed by the government.

The national water utility management specialist submitted his Final Report on November 2014 to establish an autonomous business centre for Western Central Regional Support Centre for NWSDB. The international project management specialist, national contract management specialist, national project management specialist and project

¹ ADB. 2012. *Greater Colombo Water and Wastewater Management Improvement Investment Program*. Manila – (L2947/2948-SRI(SF), L3029/3030-SRI(SF)).

training coordinator submitted their combined final report on 12 March 2017.

The international contract management specialist pre-terminated his contract due to personal reasons. Thereafter, due to time constraints, the national contract management specialist was assigned to perform the tasks of the international contract management specialist. In addition, the international project training coordinator also resigned before completing his TOR due to personal reasons. The performance of the consultants was rated satisfactory, with the performance of the national project training coordinator rated excellent due to his intervention and contribution extending beyond his TOR.

The TA completion date was extended by 6 months from 30 June 2015 to 31 December 2015. It was further extended with an additional 12 months from 31 December 2015 to 31 December 2016 to complete the expected outputs of the TA. The key reasons for extensions were (i) interruptions due to presidential and parliament elections held in 2015; and (ii) delay in receiving stakeholders' comments on the information technology tools developed and the GPMCM. Other than the above, there were no major issues during the TA implementation.

The overall performance of ADB was satisfactory. ADB closely monitored the TA activities and outputs through regular communication with the consultants. ADB staff actively facilitated the TA activities, coordinated consultants' field visits and monitored outputs.

Evaluation of Outputs and Achievement of Outcome

Under output (i) of the capacity development activities under the TA, ADB conducted 35 training programs using 63 training days on (a) project and contract management; (b) claims management and dispute resolution; (c) issues on insurance in project management; (d) use of GPMCM; (e) bid evaluation; (f) tender document preparation; (g) quality control and assurance in project management; (h) recruitment of consultants under ADB guidelines; and (i) managing for development results and key performance indicators. The GPMCM was completed and submitted to the Ministry of Finance for circulation and use among the ADB-funded project management staff.

Under output (ii) of the TA, the information technology needs assessment was completed in consultation with the government officers of the PMUs, in coordination with the Information and Communication Technology Agency (ICTA). The information technology system developer was engaged to develop a project and contract management information technology system based on MS Project Server in MS SharePoint platform. The selection of the information technology system developer was completed by MCPWS and the contract was entered into by the supplier and MCPWS. ADB also conducted 23 project management information technology tools-related training and on-the-job training programs which constitute 54 training days in total. Installation of server hardware and software equipment, Project Professional, and provision of Client Access Licenses (CALs) were completed in 2016. The information technology system developer completed the customization of the project management information technology tools and development of the project and contract management information technology system based on the system requirements specification agreed with the international consultant. The installation and pilot run of the developed information technology system was carried out at the project offices of the Greater Colombo Water and Waste Water Management Improvement Investment Program. It was also partly completed in the CMC². Subsequently, the information technology system was replicated to Dry Zone Urban Water and Sanitation Project³ and Jaffna Kilinochchi Water Supply and Sanitation Project⁴. Currently, it is being used by the ADB-funded project management staff as a tool for project management and monitoring.

Under output (iii), a NRW reduction technical support program was prepared, the staff were provided with training, and GIS expertise was provided by the consultants. The final report on updating GIS data and completing GIS maps to facilitate NRW reduction program for the loan project (of footnote 1) was submitted and accepted by the PMU.

Overall Assessment and Rating

Despite some delays, the TA's overall implementation rating is *successful* as the TA's major outputs were met and the assigned tasks under the TORs were implemented. The TA is assessed *relevant* because it directly contributed to enhance the capacity of government staff of ADB-funded projects and the TA responded to the country's development needs and ADB Strategy 2020 which identified capacity development as a driver of change that provides ADB with an opportunity to be a supportive development partner. The TA is rated *effective* and *efficient* based on cost-effective delivery of all expected outputs and provision of additional activities requested by the government within one and a half years of extended timeframe envisioned. The TA is assessed *likely to be sustainable* because it: (i) successfully supported to develop a project monitoring mechanism through developing an information technology system which is

² ADB. 2009. *Greater Colombo Wastewater Management Project*. Manila (L2557/2558-SRI(SF)).

³ ADB. 2008. *Dry Zone Urban Water and Sanitation Project*. Manila (L2477/2977-SRI(SF)).

⁴ ADB. 2010. *Jaffna Kilinochchi Water Supply and Sanitation Project*. Manila (L2710/2711-SRI(SF)).

currently being used by the government project management staff, (ii) supported the preparation of scaling up the GPMCM countrywide for efficient project management, and (iii) assisted to develop an updated GIS mapping to facilitate NRW reduction program. In addition, the information technology supplier has one year of contractual obligation after completing and submitting the information technology system to the government to ensure the smooth functioning of the system as part of the project's sustainability.

Major Lessons

Major lessons include the need to involve senior officials and counterpart technical staff at an early stage of the TA implementation to achieve project outcomes successfully. Meanwhile, the presidential and government elections led to management/staff changes in the relevant authorities which caused delays in the completion of the TA. The contract termination of the two consultants also negatively affected the achievement of expected outputs of the project.

Recommendations, Issues and Follow-up Actions

Continuous awareness among the project management staff on the use of the information technology related project management and monitoring system and the GPMCM is necessary. If the need for training for new EAs are identified, another technical assistance support would be beneficial.

Prepared by: N. Amarasekera

Designation and Division: Project Analyst, SLRM