

# Terminal Evaluation

## Latin America and the Caribbean

### 1. Outline of the Project

**Country:**

Argentine Republic

**Project title:**

Regional Training Course on Railways Modernization and Electrification in Latin America

**Issue/Sector:**

Railways

**Cooperation scheme:**

Third-country Training Program

**Division in charge:**

Central America and the Caribbean Division, Regional Department III (Latin America and the Caribbean)

**Total cost:**

28 Million Yen

**Period of Cooperation**

FY 1993 - 1997  
(Extension) FY1998 - 2002

**Partner Country's Implementing Organization:**

National Railway Training Center (CENACAF)

**Supporting Organization in Japan:**

Japan Railways

**Related Cooperation:**

Project-type Technical Cooperation; "The National Railway Training Center Project", "After care cooperation of The National Railway Training Center Project"

Dispatch of Expert; "Railway Administration"

#### 1-1 Background of the Project

Latin-American countries' development of railways dates from the end of the 19th century to the early 20th century with foreign capital playing an important role in railways development. These railways have now fallen into disrepair. Modernization of Latin-American railways is a prime task needed to reinforce transportation capacity, improve management and upgrade railway services. The Government of Japan implemented the Project-type Technical Cooperation "The National Railway Training Center Project" from 1985 – 1990 at the request of the Government of Argentina, and afterward dispatched an expert in the field of Railway Administration. Against this background, the Government of Argentina requested the Government of Japan to provide a Third-Country Training Program so that the Latin-American countries which share a similar environment could receive technology transfer in the areas of planning, management and maintenance for the electrification of the railways. In response, the Government of Japan implemented the Third-country Training Program "Regional Training Course on the Railways Electrification" (FY1993 - 1997). Afterwards, based on the terminal evaluation of the program conducted in FY1996, it was revealed that continued program implementation was necessary. As a result, the program was extended, and its title was changed to "Regional Training Course on Railways Modernization and Electrification in Latin America" in July 1998.

This evaluation focuses on the extended program.

#### 1-2 Project Overview

JICA, together with CENACAF as the implementing organization, implemented the Project to transfer the techniques of railways modernization and electrification, and maintenance and operation of electric railroads.

##### (1) Overall Goal

To apply and to diffuse the knowledge and technologies acquired in the course on the part of the participants

##### (2) Project Purpose

The participants from the participating countries acquire the knowledge and techniques of railway modernization and electrification.

### (3) Outputs

- 1) To understand the impact of the modernization and railway electrification.
- 2) To understand the process of modernization and railway electrification.
- 3) To acquire the basic techniques of railway electrification.
- 4) To understand both the maintenance techniques and operation of the electric railroads.

### (4) Inputs

Japanese side:

Short-term Experts	4
Local costs	28 Million Yen

Argentine side:

Counterparts	10
Local costs	28 Million Yen

### (5) Participant Countries

Argentina, Costa Rica, Mexico, Brazil, Chile, Peru, Venezuela, Cuba, Bolivia, Uruguay and Colombia.

## 2. Evaluation Team

**Members of Evaluation Team** JICA Argentine Office  
(Consigned to the local consultant: Juan Alfredo BRITO)

<b>Period of Evaluation</b>	21 December 2001 - 15 March 2002	<b>Type of Evaluation:</b> Terminal Evaluation By Overseas Offices
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## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

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#### (1) Relevance

The contents of the Training were consistent with the needs of the participating countries; modernization of the railway sector including electrification, and more than 30 nominees were recommended to the 14 seats of the training course every year.

#### (2) Effectiveness

Based on the ex-participants' self-evaluation, they understood over 70 percent of each subject. Based on the answers to the questionnaire from ex-participants and the organizations they work for, and on interviews, the participants attained the knowledge on railway modernization through the Training, and were satisfied with the contents of the Training. The higher-ups of the ex-participants mentioned that they fully utilized the acquired knowledge and techniques.

#### (3) Efficiency

As one of the qualifications of the participants, it was required that the participants have more than five years experience in the field of railways, and participants who were appropriate in terms of the contents and purpose of the Training were selected on the basis of a written examination. The contents and curriculum of the Training were modified based on the self-evaluation of the ex-participants. Every year, Japanese Short-term Experts were dispatched, and the lectures which showed the experience of Japan in the field of railways were highly appreciated. As for the administration and management of the Training, the technical level of the lecturers was appropriate for the contents of the Training, and the equipment necessary for the Training was timely offered and appropriately maintained.

#### (4) Impact

Some of the ex-participants indicated that they utilized the attained knowledge and techniques in the Training in drawing up a railway modernization plan. There were also other positive impacts. The linkage among CENACAF and participating countries has been established, some of the technical experts were dispatched to the countries surrounding Argentina, and the South-south Cooperation has been promoted.

#### (5) Sustainability

Ex-participants utilized the acquired knowledge and techniques at their workplace and disseminated the knowledge and techniques to colleagues. CENACAF organizationally has ensured the instructor staff and has repaired the equipment and facilities, which shows that CENACAF's management of the Training was sufficient. On the other hand, the Government of Argentina has financially supported CENACAF for the past nine years. However, considering the economic status of Argentina today, it must be financially difficult for Argentina to implement similar training by itself.

### **3-2 Factors that promoted realization of effects**

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#### (1) Factors concerning Planning

N/A.

#### (2) Factors concerning the Implementation Process

N/A.

### **3-3 Factors that impeded realization of effects**

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#### (1) Factors concerning Planning

N/A.

#### (2) Factors concerning the Implementation Process

The Training was administrated and managed under uncertain circumstances; one example was the transfer of the upper agency of CENACAF from Metropolitan Railways to Belgrano Railways during the Training period.

### **3-4 Conclusion**

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The Training has met the needs of the participating countries; therefore, more than 30 nominees were recommended to the 14 seats of the training course every year. The participants were satisfied with the contents of the Training and utilized the acquired techniques and knowledge in their work. Hence, the objective of the Training has been accomplished. However, the cooperation period of the Training was 10 years and, in addition to this, it seems unlikely that Argentina can assure a budget because of its economic difficulties once the Training is terminated.

### **3-5 Recommendations**

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(1) To maintain and develop as the national level training facility, CENACAF should be transferred to Secretariat of Transport.

(2) The Government of Japan should continuously support CENACAF and transfer state-of-the-art railway techniques.

(3) It is necessary to take the different technology levels of the participating countries into consideration so that the Training will be implemented depending on each participating country's level of railway technology; some countries need a higher level of technical transfer, while others need only a basic knowledge.

### **3-6 Lessons Learned**

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N/A.

### **3-7 Follow-up Situation**

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N/A.