

# Terminal Evaluation

## Latin America and the Caribbean

### 1. Outline of the Project

**Country:**

Federative Republic of Brazil

**Project title:**

Urban Transport Human Resources Development Project

**Issue/Sector:**

Transport/Traffic

**Cooperation scheme:**

Project-type Technical Cooperation

**Division in charge:**

Second Technical Cooperation Division,  
Social Development Cooperation Department

**Total cost:**

396 million yen

**Period of  
Cooperation**

1 August 1998 - 31 July 2002

**Partner Country's Implementing Organization:**

Ministry of Transport (MOT), University of Brasilia (UB)

**Supporting Organization in Japan:**

Ministry of Land, Infrastructure and Transportation

**Related Cooperation:****1-1 Background of the Project**

In Brazil, there were problems such as traffic congestion, air pollution, and noise, thus it was an urgent matter to establish an urban transport system. The public cooperation of the Brazil Urban Transport (EBTU) was abolished by decentralization in 1990. The EBTU had been in charge of planning, coordination, implementation, technical development and human resources development regarding national public urban transport and dealt with these problems. Since the abolishment, the technical development of the urban transport system has relied totally on domestic universities and other research institutes. Under these circumstances, the government of Brazil requested to the government of Japan for Project-type Technical Cooperation for the construction of the Urban Transport Human Resources Development Center (CEFTRU) at the University of Brasilia (UB), aimed at the training of personnel especially the mid-west and north regions of the country where no urban transport research body was available.

**1-2 Project Overview**

In order to foster personnel engaged in planning, management and the operation of national public urban transport and to solve transport problems such as traffic congestion and noise in the mid-west and north of Brazil, the Japanese government supported CEFTRU to organize a training program, to improve instructing capability, to develop/manage facilities and equipment, and to manage organization.

**(1) Overall Goal**

Capability of the personnel engaged in planning, management, operation and education in the field of urban transportation is improved through the training provided by CEFTRU.

**(2) Project Purpose**

CEFTRU is well established so that the training of personnel engaged in planning, management, operation and education related to urban transport, is undertaken effectively.

**(3) Outputs**

1) Training programs which suite the demand of planning, management, operations and education in the field of urban transport are prepared.

- 2) Capability of instruction in the field of urban transport is obtained.
- 3) Facilities and equipment necessary for training are well prepared.
- 4) CEFTRU is properly managed in terms of organization, personnel and finance.

#### (4) Inputs

Japanese side:

Long-term Experts	4	Equipment	approximately 156 million yen
Short-term Experts	22	Local Cost	approximately 32 million yen
Trainees received	12		

Brazilian Side:

Counterparts	14		
Local Cost (including equipment)			approximately 67 million yen

Land and Facilities

## 2. Evaluation Team

<b>Members of Evaluation Team</b>	Team Leader/General: Kazuhiro YOSHIKAWA, Executive Director, Kansai Airport Research Institute		
	Road Designing/Conservation and Control of Transport related to Environment: Naohiro HANABUSA, Central Japan Railway Company		
	Public Transportation: Yoshimichi SAKAI, Special Assistant to the Director of the Division, Administration and Registration Division, Engineering and Safety Department, Road Transport Bureau, Ministry of Land, Infrastructure and Transport		
	Cooperation Planning: Satoshi SEKIJU, Staff, Second Technical Cooperation Division, Social Development Cooperation Department, JICA		
	Evaluation Analysis: Mitsue MISHIMA, Overseas Project Management Consultants, Ltd.		

<b>Period of Evaluation</b>	19 May 2001 - 31 May 2001	<b>Type of Evaluation:</b>
		Terminal Evaluation

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

#### (1) Relevance

Multi-year development plans under President Fernando Henrique Cardoso (1996 - 1999, 2000 - 2003) emphasized modernization of the national transport system as one of the major policies, and the necessity of organizing and implementing a plan for a traffic system was high especially in the north, north-east and mid-west of Brazil where the development of the traffic infrastructure was relatively delayed. The objective of the project, being human resources development regarding national public urban transport, supported the realization of these policies. The activities of the project met the needs of CEFTRU since CEFTRU aimed at solving traffic problems of Brazil through human resources development. Judging from the above, the project was relevant.

#### (2) Effectiveness

CEFTRU was well established in terms of facilities and organization as an important center to nurture the key persons and to conduct research in the transport sector in Brazil. CEFTRU has prepared a course curriculum based on the survey on needs and could implement regular training, about seven times a year. The basic textbooks were prepared, and certain results of training implementation were observed so far. The training in CEFTRU facilities was implemented according to the recommendation at the mid-evaluation, and the facilities were effectively utilized. Seminars and lectures have been conducted timely, and an international symposium was implemented by CEFTRU (the Brazilian side as the main body), in March 2003.

CEFTRU conducted five research studies. Through the involvement in the mini-development study by JICA, CEFTRU improved technical levels of counterparts as well as utilized the survey results as a good subject for the training program. CEFTRU also accepted some research from related organizations in Brazil, and that income was utilized for the management of CEFTRU business. Judging from the above, the project purpose was mostly accomplished.

### (3) Efficiency

The timing, quality, and quantity of inputs by the Japanese side were generally adequate. The project targeted a relatively wide range of sectors in technical transfer in comparison with the average technical cooperation project by JICA, in addition, only two long-term experts were dispatched, and more short-term experts than on average were dispatched according to necessity. In this sense, the project was relatively small in its scale, and input was kept to a minimum in comparison to other similar projects. As for the Brazilian side, allocation of counterparts and budget were mostly implemented properly. However, utilization of equipment related to the pavement of road and environment donated by the government of Japan was limited because it was for research purposes only, and the practical use was limited due to the delay of the CEFTRU's second building construction (the construction itself was not included in the cooperation of the project), and the equipment had not been authorized based on the environmental standards of Brazil. As a result, the equipment was not effectively utilized. The necessary countermeasures such as early construction of the second building and early authorization should be conducted.

### (4) Impact

Some positive impacts by the project were observed steadily. Based on interviews and questionnaire surveys of the participants, they evaluated that their capability as improving through the course at CEFTRU. Some of them applied their knowledge acquired through the course to their work. Related organizations in the field of transportation highly evaluated the training and research implemented at CEFTRU.

As many as 2000 trainees participated in the project, and they are engaged in the transportation sector in Brazil, but some courses targeted people from regional cities, and the number of those participants will increase. The transportation development program/master plan has not been organized at each regional city, however, as they are obliged to prepare the plan, those who are capable of developing such a plan are sought after.

### (5) Sustainability

CEFTRU was appropriately organized in terms of its facilities, and the number of personnel, its organization and system were well established. Based on the questionnaire survey of the participants, CEFTRU reviewed the quality and contents of the course and tried to maintain and improve the quality of training. CEFTRU has obtained sufficient budget for their operation. UB also support CEFTRU financially, and CEFTRU made contracts for conducting multi-year training courses supported by MOT.

Therefore, there is no financial problem with CEFTRU. Many of the counterpart personnel are doctorate level professors, and some of them have studied abroad. Therefore, they are highly qualified and have ability to manage the research and training courses. However, it is necessary to develop the skills and capability for overall environmental management in the field of the environment of transportation.

## 3-2 Factors that promoted realization of effects

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### (1) Factors Concerning the Planning

- 1) Counterparts were highly qualified such that many of them are doctorate level professors and some of them have studied abroad.
- 2) Related organizations including MOT fully supported the project.

### (2) Factors concerning the Implementation Process

The official language in Brazil is Portuguese, however, many of the counterpart personnel have sufficient English ability. Some of the counterpart personnel had Japanese ancestry and could understand some Japanese, which made the communication with the Japanese experts smooth and resulted in the favorable relationship amongst them.

## 3-3 Factors that impeded realization of effects

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### (1) Factors Concerning the Planning N/A.

### (2) Factors concerning the Implementation Process

- 1) Due to the delay of the second building construction of CEFTRU, some equipment for road pavement donated by the Japanese side was not effectively utilized. Because some equipment relating to the environment had not been authorized under

the environmental standards in Brazil, the utilization of the equipment was limited the research purposes only.

2) Many counterpart personnel were working both at the Graduate School of Brasilia as professors and at the CEFTRU, and the two facilities were 1.5km apart, which interfered with the activities of technical transfer.

### **3-4 Conclusion**

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The objective of the project was matched with the current development policy of Brazil and was relevant. As for the activities of CEFTRU, course programs were settled based on the needs survey and basic textbooks were developed, seminars and lectures were conducted properly, and CEFTRU has contracted some researches with related organizations in Brazil. Judging the from above, CEFTRU was well developed, and the project purpose was mostly accomplished. However, some of the delivered equipment was not effectively utilized due to outer factors, and necessary countermeasures should be taken. Although there remained some issues as mentioned above, the counterpart personnel have high basic capability, and CEFTRU is financially well supported, therefore, CEFTRU is expected to maintain high sustainability.

For the future development of CEFTRU projects, third-country training programs can be implemented, but CEFTRU has an intention to put importance on local in-country training to disseminate the effects of the project across the country in Brazil for a while. Having developed its foundation, CEFTRU wished to implement the third-country training program.

### **3-5 Recommendations**

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It is necessary to take certain measures in order to effectively utilize the equipment for pavement on roads and to cope with the environment issues related to transportation activities. As for the equipment of the road pavement specifically, it is required to complete the construction of the second building of CEFTRU and install the equipment as soon as possible. With respect to some equipment related to environmental issues with transportation activities, it is necessary to obtain the authorization from the Brazilian authority as soon as possible.

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

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(1) It is important to obtain enough support from related organizations on the beneficiary side, such as the highly qualified counterpart personnel, and strong leadership of the chief advisor to accomplish sufficient effects in a project with relatively small-scale inputs.

(2) Considering the dispatch period of short-term experts in the countries other than English-speaking countries, it is necessary to take measures such as assuring interpreters. Even though the counterpart personnel have sufficient English capability, the participants of training or seminars may not understand English. In preparing textbooks and seminars, the command of the official language of beneficiary countries is necessary.

(3) In case the counterpart personnel are busy, it is necessary to contemplate sufficiently the timing and period of the stay of the short-term experts.

(4) In selecting equipment, it is necessary to fully confirm the standard and adequateness of the beneficiary country in addition to the local procurement of the equipment.

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

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As it is necessary to improve the technique and capability of general environmental management, a follow up short-term expert in the field of urban transportation environment management will be dispatched in FY 2003.